



**The State of Missouri's
Strategic Plan
for
Title I of the Workforce Investment Act
and the
Wagner-Peyser Act
for
Program Year 2010, as Extended
(July 1, 2011 – June 30, 2012)**



**State Plan Modification #5
for Program Year 2010, as Extended
Development and Public Comment Process**

The State of Missouri's Strategic Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for Program Year 2010, also known as Modification #5, was developed as a result of the state's new integrated service delivery strategy known as the Next Generation Career Center (NGCC) initiative. The NGCC model substantially changes the procedures used to deliver services and thus, affected various portions of the state plan. In addition to the NGCC, other initiatives discussed throughout the plan impacted the need basically to re-write the state plan. Therefore, since almost all responses in the plan were updated during the planning process, no special formatting was used to identify the updates.

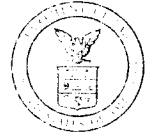
The plan, including the waiver request (Attachment 3), was reviewed by the Missouri Workforce Investment Board's (MoWIB's) Executive Committee on May 21, 2010, and was recommended for the Governor to approve and to submit to the U.S. Department of Labor (DOL). On May 24, 2010, the plan was posted on the Division of Workforce Development's [*WorkSmart Missouri*](#) website and DOL was notified that it was available and ready for review. A link was also posted on the state labor exchange website, MissouriCareerSource.com. The 30-day public comment period began on May 24, 2010, and ended on June 23, 2010. Local workforce investment board directors were notified of this posting and asked to forward to their partner agencies, service providers and organizations representing diverse populations for their review and comment. Besides posting the plan on *WorkSmart Missouri*, which is the daily site used by the state's workforce system, the plan was also posted on the DWD's official state website at <http://ded.mo.gov/wfd/> and on the SHARE Network at <http://www.sharenetworkmo.org/>. The SHARE Network is a unique network, reaching out to workforce development partners, faith-based and community organizations, businesses and government agencies.

Following the June 23, 2010, end date, the DOL was notified that no comments were received.

On June 25, 2010, the State of Missouri was notified by DOL that the modification required additional changes to Section VIII, K, 5 on page 48. These recommendations are incorporated in this version of State Plan Modification #5, as well as the correction of a numerical typographical error on page 74. For review of these revisions, a new 30-day public-comment period, beginning on June 28, 2010, and ending on July 28, 2010, was established, under the same procedures as outlined above. No comments were received regarding these revisions.

On June 7, 2011, the DOL notified the State of Missouri that the plan and the current waivers have been extended through PY 2011.

JUN 07 2011



The Honorable Jeremiah W. (Jay) Nixon
Governor of Missouri
State Capitol Building
Room 216
Jefferson City, MO 65101

Dear Governor Nixon:

This letter provides approval of an extension of Missouri's current Workforce Investment Act (WIA) and Wagner-Peyser Act (W-P) State Plan for Program Year (PY) 2011. This letter also provides approval of extensions for Missouri's waivers, as described below. Training and Employment Guidance Letter (TEGL) No. 17-10, issued on December 30, 2010, provides guidance for states to secure approval of their WIA/W-P State Plans and waivers for PY 2011.

Extension of State Plan

Missouri's existing State Plan will expire on June 30, 2011. This letter constitutes a written determination under WIA Section 112 (29 USC 2822) that the Employment and Training Administration (ETA) is extending the approval of Missouri's State Plan for WIA Title I and the Wagner-Peyser Act for PY 2011, July 1, 2011 through June 30, 2012. The State has already received its formula allotment for the WIA Youth program for PY 2011. The State is eligible to receive WIA formula allotments for Adult and Dislocated Worker programs and W-P initial base program allotments under the PY 2011 annual funding agreement for WIA and the PY 2011/Fiscal Year 2012 annual funding agreement for W-P.

Performance Levels

Missouri requested to extend its existing PY 2010 WIA and W-P performance goals for PY 2011. ETA has incorporated these performance goals, identified as PY 2011 performance goals, into the Regional and National Office copies of the State Plan. Please include these PY 2011 goals in the State's official copy of the State Plan. For your convenience, a copy of the PY 2011 performance goals is enclosed with this letter.

Waivers

As part of the State's extension of the WIA/W-P State Plan, and as described in TEGL No. 17-10, the State requested extensions of Missouri's PY 2010 waivers of statutory and regulatory requirements under WIA for PY 2011. The disposition of the State's waiver extensions is outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

Extension of Waivers

Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

The State was previously granted a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted an extension of this waiver through June 30, 2012. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.

The State was previously granted a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The State is granted an extension of this waiver through June 30, 2012. Under the waiver, the following reimbursement amounts will be permitted: 1) up to 90 percent for employers with 50 or fewer employees, and 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) will continue to apply. When determining the funding source for on-the-job training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State and local areas may provide on-the-job training to individuals over age 18 with WIA Adult funds and must provide priority to low-income individuals when funds are limited; the State and local areas may provide on-the-job training to dislocated workers with WIA Dislocated Worker funds. On-the-job training provided with statewide funds must serve WIA eligible individuals.

Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.

The State was previously granted a waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. The State is granted an extension of this waiver through June 30, 2012. Under this waiver, the State can use ITAs for older youth and out-of-school youth program participants. The State must continue to make the 10 youth program elements available as described at WIA Section 129(c)(2). The State should ensure that funds used for ITAs are tracked and that the ITAs are reflected in the individual service strategies for these youth.

Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

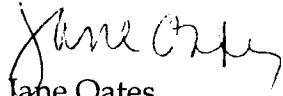
The State was previously granted a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted an extension of this waiver through June 30, 2012.

This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and this constitutes a modification of the State Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and the approved State Plan. In addition, as described in TEGL No. 09-10, page 3, the State should address the impact these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to working together as you implement your State Plan for PY 2011. If you have any questions related to the issues discussed above, please contact Cheryl Svee, the Federal Project Officer for Missouri, at 312-596-5459 and Svee.Cheryl@dol.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Jane Oates", written in a cursive style.

Jane Oates
Assistant Secretary

Enclosures

cc: Byron Zuidema, Regional Administrator, ETA Chicago Regional Office
Cheryl Svee, Federal Project Officer for Missouri

Workforce Investment Act and Wagner-Peyser Act Performance Goals for PY 2011

Missouri

Workforce Investment Act Performance Goals

<u>Adult Measures</u>	<u>PY 2010</u>
Adult Entered Employment Rate	65%
Adult Employment Retention Rate	83%
Adult Six-months Average Earnings	\$11,000

<u>Dislocated Worker Measures</u>	<u>PY 2010</u>
Dislocated Worker Entered Employment Rate	65%
Dislocated Worker Employment Retention Rate	89%
Dislocated Worker Six-months Average Earnings	\$12,000

<u>Youth Measures</u>	<u>PY 2010</u>
Youth Placement in employment or education	62%
Youth Attainment of degree or certificate	43%
Youth Literacy and numeracy gains	35%

Wagner-Peyser Act Performance Goals

<u>Measures</u>	<u>PY 2010</u>
Entered Employment Rate	65%
Employment Retention Rate	81%
Six-months Average Earnings	\$10,143

TABLE OF CONTENTS

	<u>Page</u>
<u>Preface</u>	
Development and Public Comment Process	i
USDOL Plan-modification Approval Letter	ii
 <u>Missouri WIA/Wagner-Peyser State Plan (July 1, 2010–June 30, 2011)</u>	
I. State Vision.....	1
II. State Workforce Investment Priorities	5
III. State Governance Structure	7
A. Organization of State Agencies in Relation to the Governor	7
B. State Workforce Investment Board	8
C. Structure/Process for State Agencies and State Board to Collaborate and Communicate	10
IV. Economic and Labor Market Analysis	12
V. Overarching State Strategies	26
VI. Major State Policies and Requirements	34
VII. Integration of One-Stop Service Delivery	37
VIII. Administration and Oversight of Local Workforce Investment System.....	38
IX. Service Delivery.....	49
A. One-Stop Service Delivery Strategies.....	49
B. Workforce Information	52
C. Adults and Dislocated Workers	55
D. Rapid Response	69
E. Youth	73
F. Business Services	76
G. Innovative Service Delivery Strategies	77
H. Strategies for Faith-Based and Community-Based Organizations	78
X. State Administration.....	79
XI. Assurances	86
 <u>Attachments</u>	
Attachment 1—Missouri Workforce Investment System Governance Structure	89
Attachment 2—Missouri Workforce Investment Board Membership Roster	90
Attachment 3—Summer 2010 Employment Waiver Requests	91
Attachment 4—Missouri Local Workforce Investment Regions (map).....	98
Attachment 5—Complaint and Grievance Guide	99

I. STATE VISION

Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the workforce system in support of the state's economic development that addresses the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response, if available. (s112(a) and (b)(4)(A-C))

One of Governor Nixon's top priorities is bringing people together to focus on the economic growth and development of Missouri. He advocates cooperation, collaboration and a healthy spirit of competition to create new opportunities to transform our economy for the future. Governor Nixon believes, "to compete—and win—in the 21st century, we must encourage entrepreneurship and small-business growth; enhance our workforce; and embrace emerging science and technology as critical industries of tomorrow."

A. What are the state's economic development goals for attracting, retaining and growing business and industry with the state? (s112(a) and (b)(4)(A-C))

David Kerr, Director of the Missouri Department of Economic Development, stated, "We are committed to Governor Nixon's vision of transforming our Missouri economy, so that the state is positioned to embrace the emerging technology and jobs that will comprise the 21st century labor market." As part of this commitment, Missouri is focusing on 6 key factors as the most important to our economic recovery and future growth.

1. **Retention, Growth and Expansion:** Retaining the jobs we already have in Missouri and growing existing businesses to ensure they are prospering here. Likewise, doing everything we can in recruiting new companies from outside our state's borders to move here and pump new capital investment into our economy.
2. **International trade development:** Having an active and aggressive International outreach, to explore new markets for Missouri products. Thinking globally in selling the Missouri brand, in an economy that becomes more global with each passing day. Identifying opportunities for job creation and capital investment in Missouri from overseas.
3. **Workforce Development:** The single biggest factor in moving a state's economy forward is the quality of its workforce, ensuring it is trained, skilled and ready to fill the high-tech, high-paying positions of the future. Governor Nixon has made investment in training and re-skilling the workforce a top priority of his administration. He has targeted several new initiatives described throughout this plan.
4. **Next-Generation Industries:** Providing a positive environment for growth, innovation and new technology; embracing the emerging technologies, and next-generation or green industries that will be so crucial to our future economy. This has been an emphasis of Governor Nixon, from Missouri's leadership in the animal health and plant science industries, to the marketing of our state as the destination for production of the green auto, to our investments in lithium batteries and electric trucks. Biotechnology is also a major theme of the administration's economic strategy.
5. **Travel and Tourism:** Marketing Missouri as a destination for vacations, and taking advantage of our many natural resources and the many tourist attractions that Missouri has to offer.
6. **Community Development:** Our communities are the heart and soul of our history and our heritage. It is vitally important that we take advantage and leverage every possible alternative to support our communities using federal and state programs such as the Community Development Block Grant program, Neighborhood Assistance and Stabilization programs, and other similar community assistance initiatives.

B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of federal and state resources available for workforce investment flowing through the state's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the state's business and industry? (s112(a) and (b)(4)(A-C))

The Governor's vision for maximizing and leveraging workforce investment funding from a broad array of resources includes the effective execution of collaboration within and among the various workforce/education system entities.

A primary function is establishing training and skill improvement from a perspective of pre-kindergarten through post-secondary (grade 20) levels. Missouri has an established **P-20 Council**, as referenced elsewhere in this plan, and the Division of Workforce Development has staff actively involved in the P-20 initiatives. Members of the Council include all Cabinet education agencies and the Director of the Department of Economic Development, who is frequently represented by the workforce agency.

Maximization of resources occurs on a sector basis, as well. To expand on the Governor's focus on growing Missouri's **green economy**, DWD and the Missouri Department of Natural Resources (DNR) – Energy Division are aligning green jobs research, training and outreach programs between their respective Recovery Act green weatherization, training, and research grants.

The Department of Social Services (DSS) is linked to DWD and several other agencies through their employment and training functions. In July 2010, DWD will be transitioning the administration of the Temporary Assistance to Needy Families (TANF) employment and training functions back to the Department of Social Services. The first quarter of FY2010 will comprise a transition quarter with the transition expected to be completed by October 1, 2010. After that, the Workforce Investment Boards will serve **work-ready TANF recipients** who need the full array of TANF employment services.

In addition, DWD will continue to maintain a contractual agreement for the **Missouri Employment and Training Program (METP)** provides career center services to Supplemental Nutrition Assistance Program (SNAP) participants who are referred to the career centers. This relationship with DSS provides enhanced integration of lower-income individuals into the One-Stop Career Centers, and as a result, these key agencies blend strengths and merge resources to create a successful, coordinated, and customer-oriented system.

Finally, collaboration occurs around the workforce system's target customer groups, such as those individuals who have been laid-off/unemployed. The Missouri Department of Economic Development and the Missouri Department of Labor & Industrial Relations have partnered to acquire and implement a **Reemployment and Eligibility Assessment (REA) Grant**. The REA services will enhance the partnership between the workforce services provider and the unemployment insurance administrator in Missouri. REA represents the continuing commitment of the Division of Workforce Development to the reemployment of UI claimants.

DWD has partnered with DOLIR to implement an innovative training program to provide occupational training to UI Recipients. The **Work Ready Missouri program** is a pilot project that allows UI recipients to receive occupational training on-site with an employer for 24 hours per week, while still receiving their UI benefits and a small training allowance. The program will give participants the opportunity to learn new skills for their résumé, maintain a connection to the workforce and potentially lead to employment.

Another target group is ex-offenders. As directed by Governor Nixon's Executive Order 09-16, DWD continues to partner with the Missouri Department of Corrections in administering the **Missouri Reentry Process (MRP)**. The MRP Steering Team meets regularly to work toward integrating successful offender reentry principles and practices into state agencies and communities throughout Missouri resulting in partnerships that enhance offender self-sufficiency, reduce recidivism, and improve public safety and employment retention.

C. Given the continuously changing skill needs that business and industry have because of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (s112(a) and (b)(4)(A-C))

Under the Governor's direction, Missouri's workforce system has embarked on an initiative that will utilize a system-wide redesign of service delivery and significant use of technology to make valuable education and training opportunities widely available. Current economic conditions have created a high demand for reemployment and training services at all Missouri Career Centers. Many workers are in need of high-wage jobs, but do not have the skills to enter new and emerging industry sectors. To effectively meet these demands, the Division of Workforce Development has designed a strategic framework for **Next Generation Career Centers** (NGCC) to be launched in PY2010. The NGCC model moves beyond partnership and co-location to truly integrated service delivery with an integrated customer flow to better respond to the needs of the customers. This integrated flow will include three major functions in each Career Center: welcome, skill development, and employment. This structure will streamline service delivery by removing bureaucratic barriers and waste and will greatly increase the number of Career Center customers accessing skill development and training services.

Governor Nixon stated, "The world has gone digital, and it's vital that Missourians have the knowledge and skills to land and keep the jobs of tomorrow." In response to this vision and in conjunction with the NGCC initiative, Missouri's workforce system has implemented a redesign of the state's job matching system website MissouriCareerSource.com (MCS). Also set to launch in PY10, the new MCS will have two major improvements: 1) Enhanced access to skill building products and services, available both in the Career Centers and on-line. The new system will display on individual web pages for each Career Center the menu of NGCC products and services consistently made available statewide, as well as locally identified and developed products and services that meet the unique needs of regional economies. 2) Enhancements in the matching process to better match job seekers' talents with current job openings and businesses' needs for specific skills. The new MCS will have several technological improvements that will speed response time, facilitate revisions and updates and accommodate a wider array of computer users.

Another avenue the Governor is using to ensure that education and training opportunities are available is the establishment of the **Lifelong Learning Account (LiLA) program**. Missouri is working with the state of Kansas to establish the LiLA program, which will be available to both states. Missouri will work to develop outreach methods that make businesses, education organizations, chambers and others aware of this statewide program. This initiative will offer workers with employer-matched individual savings accounts to finance lifelong learning that will pay for job skills training that supports individual career goals and meets demands of businesses while creating a more skilled workforce overall. This initiative will be designed to make education and training opportunities more accessible to working adults and remove financial barriers which prevent employees from returning to school. Because they allow education expenses to be paid upfront - such as books, tuition, supplies, etc. - adults are able to seek further education without incurring debt. Additional information on the LiLA program can be found in Section IX.C.3.a.

D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education and the public workforce system to continuously identify the workforce challenges facing the state and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (s112(b)(10))

The Governor has enacted several innovative strategies to leverage resources and address workforce challenges with an emphasis on training. To assist the large number of dislocated workers with the many challenges they are facing, the Division partnered with the state's community colleges to implement **Accelerated Training Programs**. Many laid-off workers do not need two or four year degrees to obtain meaningful employment; for many, shorter term training is a more viable option to "tweak" their skills. As a result, the Division made available Recovery Act WIA funding to the community colleges to implement

shorter term training. The Accelerated Training Programs are targeted for training dislocated workers for high demand/growth industries in shorter classes to get them re-employed more quickly. In addition, the Governor also has enacted his Training for Tomorrow initiative to educate Missourians in high growth fields (see Section II for more information about this initiative).

As referenced in Section I.B., the state is focused on building skills to foster growth in Missouri's green economy. The Governor supported the pursuit, and subsequent award, of **three USDOL Recovery Act grants** relating to green jobs and energy. As a grantee in both the State Energy Sector Partnership and Labor Market Information (LMI) Improvement grants and a partner in the Energy Training Partnership (SESP) grant, Missouri is bringing together the public workforce system, labor, energy-related business and education to research, develop, and enhance training programs designed to create pathways in green jobs with a good outlook. Findings from green research projects under the LMI green grant will result in publications and outreach to assist Missouri's dislocated workers in transitioning to these in-demand careers.

For a variety of skill development needs, Missouri offers three state-funded **industry training programs** to eligible businesses to train workers in high-wage, high-demand jobs for the purposes of job creation and job retention efforts. These programs are an important part of the state's economic development efforts.

First, the **Missouri Customized Training Program** provides funding and training assistance to eligible companies to train workers in both newly created and existing jobs. Targeted companies include growth industries, and range in size from small to large. Training may be for workers hired into new jobs or incumbent workers needing to upgrade skills. The program is operated by local educational agencies.

Second, the **Missouri Community College New Jobs Training Program** provides training assistance to eligible companies, including high-growth/high demand industries that are creating a substantial number of jobs in the state.

Similarly, the third state-funded industry training initiative, the **Missouri Community College Job Retention Training Program** provides training assistance to eligible companies, also high growth/high demand industries that are retaining a substantial number of jobs in Missouri. These programs are operated by the community colleges.

As referenced in Section I.B., the **Missouri Workforce Investment Board, MoWIB**, serves as the state workforce board and contains a membership of business, education, labor, government and workforce provider representatives. MoWIB focuses on building an aligned and accessible workforce system and is dependent on the perspectives of each of the board's represented industries to achieve its policy goals. MoWIB meets regularly as a full board and through committees to ensure that, where appropriate, workforce challenges receive state level policy consideration.

On April 1, 2010, Governor Nixon announced the appointment of an **advisor on higher education and workforce readiness** matters. Formerly the president of Missouri State University, the advisor will provide recommendations to the governor on how to best prepare Missouri's workers for the jobs of today and tomorrow. The Division will be partnering with the state's community colleges, the Governor's Office, and the Governor's Advisor on Higher Education and Workforce Readiness on an initiative to pursue career training grants through the healthcare reconciliation bill. These partners will work together in a coordinated fashion as individual community colleges plan and develop training programs that will focus on middle skills careers and profession-specific training with an emphasis on articulation.

E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm-worker youth, and other youth at risk? (s112(b)(18)(A))

In accordance with the statewide priority of building the skills of younger workers (See Section II), Governor Nixon is committed to ensuring that all Missouri's youth have access to the opportunities needed to receive quality education and workforce training. He has taken several steps to achieve this goal. Missouri has established an inter-agency **Children's Service Commission** which includes Directors and their staffs from the Department of Economic Development, the Division of Workforce Development, the Department of Elementary and Secondary Education, the Department of Social Services, and the Department of Corrections, etc. This commission promotes inter-departmental collaboration and program implementation in order for services to be designed for youth to be planned, managed and delivered in an integrated manner to improve their self-sufficiency, safety, and economic stability.

Since the Governor is specifically committed to providing services to the youth that are most in need, he also created a **Youth Independence Interdepartmental Initiative Committee**, comprised of state and local agencies that provide services to youth. Established in January of 2010, this committee is charged with developing a plan to achieve objectives and goals established from a previous panel that provided recommendations for opportunities that would enhance independence for older youth as they age out of foster care.

Missouri has a strong nationally-recognized dropout prevention and workforce preparation program for at-risk youth. The **Jobs for Missouri Graduates (JMG)** program is an affiliate model of Jobs for America's Graduates. Delivered in the classroom through the support of school and business partnerships, JMG has a School to Career program for seniors in high school and a Drop-out Prevention Multi-Year Program for students in grades 9–12, with a 12-month follow-up phase. The ultimate objective of JMG is to help youth secure a quality job that will lead to a good career, either directly after high school or after further education at the post secondary level. JMG has consistently exceeded performance standards and has won several national awards, including most recently a Workforce Development Leadership Award. Missouri has served 593 participants for school year 2009 -2010 and about 390 high school seniors will graduate.

In April 2010, Governor Nixon launched the **Children in Nature Challenge** (Executive Order 10–18), which directs state agencies to encourage Missouri communities to give children more opportunities to learn about and experience nature first-hand in all parts of the state. This initiative will connect youth with nature to improve their physical, mental and emotional well-being. Specifically, it directs the Missouri Departments of Elementary and Secondary Education, Health and Senior Services, Mental Health, Higher Education, and Economic Development to work with the Departments of Conservation and Natural Resources to encourage community member' use of existing state programs that help educate children about, and connect them with, nature and the outdoors. To meet this challenge further, DWD launched the **State Parks Youth Corps**, described further in Section II.

II. STATE WORKFORCE INVESTMENT PRIORITIES

Identify the Governor's key workforce investment priorities for the state's workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (ss111(d)(2) and 112 (a))

Building the workforce that will have the skills to meet evolving and increasing business needs and bring about long-term economic transformation is reflected in the many new initiatives Missouri is implementing to target and improve employment outcomes for customers/workers. A strategic focus is on youth/younger workers to provide them access to real-world work experience and training opportunities to gain a competitive edge for the careers of tomorrow. Building off the success of Missouri's successful 2009 Recovery Act-funded **Next-Generation Jobs Team** summer youth program, Missouri is implementing the **State Parks Youth Corps (SPYC)** in the summer of 2010. SPYC will employ over 1,000 Missouri youths ages 17 to 24 in paid positions at one of 85 state parks and historic sites, while counselors from the state's 14

local Workforce Investment Boards provide ongoing guidance and support. It is anticipated that this program will be provided annually for Missouri's youth.

It is important to focus on more adults or dislocated workers who are transitioning from one career to another. In addition to the dislocated workers discussed in the previous section, a vital group of workers looking for new careers are the nation's returning veterans.

Show-Me Heroes is a program launched by Governor Nixon to connect military veterans with job opportunities when they return home from service. **Show-Me Heroes**, which is administered by the Missouri Division of Workforce Development, uses a multimedia website/online database and other avenues to showcase Missouri businesses that pledge to ramp up efforts to reach out to, recruit and interview veterans for job openings at their businesses. The program also offers several career assistance resources provided to job seeking veterans by the state's Career Center Veterans Representatives. Show-Me Heroes is one of a series of steps Missouri has taken to become a premiere veteran-friendly state.

Through a partnership with the Department of Labor and Industrial Relations, Work Ready Missouri program is a pilot project that allows UI recipients to receive occupational training on-site with an employer for 24 hours per week, while still receiving their UI benefits and a small training allowance. (See Section I.B)

As mentioned in Section V.B., Missouri is also emphasizing the On-the-Job Training Program as a viable re-employment tool. Given the economic state and the large numbers of laid-off workers, it is critical to get those workers re-employed.

As indicated in Section I.A., the Governor is focused on embracing emerging technologies and next-generation industries, and making sure Missouri has a workforce with the adequate skills to meet these needs. In addition to the training initiatives outlined in Section I.D., the Governor enacted his **Training for Tomorrow** initiative to educate Missourians in high-tech fields and get them working in growing industries. With Training for Tomorrow, grants are made available to community colleges to create or expand training programs to serve additional students. Training for Tomorrow funds help the colleges develop new programs in areas such as healthcare, animal health, and supply chain integration. Funding for the grants is provided through a Recovery Community Development Block Grant. In addition, to assist the large number of dislocated workers in finding employment in today's economy, the Accelerated Training Programs (see Section I.D) partners the Division with the state's community colleges to help "tweak" these workers skills in short-term training.

Nowhere do the factors of technology and next generation industries converge more than in the burgeoning health professions. In response to Missouri's unemployment and a dearth of medical professionals, Governor Nixon implemented the **Caring for Missourians** initiative. With this program, over 470 future medical professionals will begin receiving training at four-year institutions across the state and hundreds more will receive training at two-year institutions. In addition to training optometrists, medical doctors, dentists, physical therapists and technicians, the program will fund degrees in nursing through the University of Missouri-Columbia, Lincoln University, Missouri State University, Missouri Western State University, Southeast Missouri State University, the University of Missouri-St Louis and other four-year institutions. "Caring for Missourians invests heavily in our state's workforce while also solving a pressing need for more health care professionals," Governor Nixon said. "As this program puts more workers in the medical field, it will help keep Missourians healthy while making our economy healthier, too."

In addition, the DWD is also partnering with the state's community colleges, the Governor's Office, and the Governor's Advisor on Higher Education and Workforce Readiness on an initiative to pursue career training grants through the **federal healthcare reconciliation bill**.

III. STATE GOVERNANCE STRUCTURE (s112(b)(8)(A))

A. Organization of State Agencies in Relation to the Governor

1. *Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.*

See Attachment 1.

2. *In a narrative, describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.*

Eight state agencies play a direct role in the workforce development system. The director of each agency, with the exception of the Office of Administration, holds membership on the state board. The agencies include:

- a) **Department of Economic Development (Division of Workforce Development):** The Department of Economic Development administers services and programs designed to enhance Missouri's economic growth. The Department of Economic Development receives WIA and Wagner-Peyser workforce/labor exchange funding which is then allocated and disbursed to local regions by the department's Division of Workforce Development. The Division of Workforce Development provides statewide management of Missouri's One-Stop workforce system through programmatic and financial direction. The Missouri Economic Research and Information Center (MERIC), which serves as the state's labor market information research and data collection center, is also located within the Department of Economic Development.
- b) **Department of Labor and Industrial Relations (Division of Employment Security):** The Department of Labor and Industrial Relations advocates claims for and provides payment of unemployment insurance benefits through the department's Division of Employment Security.
- c) **Department of Higher Education (Academic Affairs Group):** The Department of Higher Education's Academic Affairs group ensures coordination of college training curricula among post-secondary academic institutions.
- d) **Department of Elementary and Secondary Education (Division of Career Education / Division of Vocational Rehabilitation):** The Department of Elementary and Secondary Education administers workforce activities primarily through the Divisions of Career Education and Vocational Rehabilitation. The Career Education Division administers statewide adult education services including adult education and literacy, high school equivalency testing and job training. The Division of Vocational Rehabilitation provides specialized services to individuals with disabilities to help them achieve employment and independence.
- e) **Department of Social Services (Family Support Division):** The Department of Social Services provides case management services and wage supplementation for Career Assistance Program participants and TANF recipients through the Family Support Division.
- f) **Department of Corrections (Reentry, Restorative Justice and Women's Programs Unit):** The Department of Corrections provides supportive services, including training and employment guidance, to ex-offenders reentering the workforce post-incarceration through the Missouri Reentry Process. The Missouri Reentry Process consolidates several reentry programs and is administered by the department's Reentry, Restorative Justice and Women's Programs Unit.
- g) **Department of Health and Senior Services (Division of Senior and Disability Services):** The Department of Health and Senior Services facilitates the Senior Community Service Employment Program which offers training and job placement services to low-income Americans aged 55 or older. The program is administered by the Division of Senior and Disability Services.

- h) **Office of Administration (Division of Facilities Management, Design and Construction):** The Office of Administration is the state's service and administrative control agency. The Missouri One-Stop Career Centers are managed and leased by the department's Division of Facilities Management, Design and Construction.

B. State Workforce Investment Board (s112(b)(1))

1. Describe the Organization and Structure of the State Board (s111)

The Missouri Workforce Investment Board (MoWIB) is organized in accordance with Section 111 (a) – (c) of the Workforce Investment Act and Missouri Revised Statutes, Chapter 620.511–513. The state's workforce board transitioned into a business led model in 2007 because of legislative action. In addition to those members representing private sector businesses, the board includes academic leadership, labor representation, youth and adult workforce investment providers, members from each legislative chamber, local elected officials and state agency directors.

The Missouri Training and Employment Council (MTEC) operated as the state's workforce board prior to the creation of the MoWIB. MTEC was formed in 1991 under the Job Training Partnership Act and served as the state's workforce board under WIA until 2007.

The Missouri Workforce Investment Board meets quarterly to fulfill state meeting requirements. The Board currently has 32 members. The MoWIB will seat 44 members when fully appointed.

The MoWIB has an Executive Committee consisting of the Chair, Vice Chair, Department Directors, Standing Committee Chairs and Members-At- Large. The MoWIB's policy formation is currently driven by four strategic planning committees. See Section IV.A. for a description of these committees.

2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the state's workforce investment system as envisioned in WIA. How is the alternative entity achieving the state's WIA goals? (ss111(a-c), 111(e), and 112(b)(1))

The state no longer uses an alternative entity as the workforce investment board. The Missouri Workforce Investment Board's membership is included in Attachment 2.

3. Describe the process your state used to identify your State Board members. How did you select the board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the state as required by WIA? (20 CFR 661.200)

The MoWIB's membership is appointed by the Governor through advice and consent of the Senate. The Boards and Commission Division of the Governor's Office ensures applicants meet all procedural requirements for appointment. The MoWIB Executive Director assists the Governor's Office as appropriate. Each applicant completes a gubernatorial appointment application and must receive background clearance from both the executive and legislative branches of state government.

Membership selection is based on several sources including:

- recommendations from business associations;
- recommendations from companies representing high growth industries (i.e., technology, engineering, life sciences, energy);

- recommendations from leaders in the board's non-business categories, such as labor and education; and
- recommendations and direction from legislators representing those regions where there are few private sector businesses or business associations.

4. Describe how the board's membership enables you to achieve your Governor's vision as described above. (ss111(a-c) and 112(b)(1))

The MoWIB membership is reflective of the small business ownership community, energy sector, technology sector and life science industry to ensure that the perspectives of those high growth and critical areas are included during the formation of workforce policy. Three community or technical college systems have representation on the MoWIB.

The board is in the process of implementing a strategic plan toward the achievement of the Governor's vision. The plan consists of four strategic planning areas, each with individual strategies and actions. The workforce areas and goals include:

- **Access** – to connect all Missourians with lifelong economic success through lifelong learning, talent attraction/retention and barrier removal;
- **Alignment** – to align measures used by workforce development partners in education, economic development, community development and other relevant areas;
- **Accountability** – to support a system of accountability toward sustainable improvement that focuses on quality and transparency; and
- **Awareness** – to establish an effective method for the state board to communicate workforce system priorities, policies and results to workforce stakeholders and the public.

Each strategic planning area is developed by a corresponding committee which meets regularly toward the achievement of plan goals. The state board's draft plan is available online at https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=1&menuID=5183.

5. Describe how the board carries out its functions as required in section 111(d) and 20 CFR 661.205. Include functions the board has assumed that are in addition to those required. Identify any functions required in section 111(d) the board does not perform and explain why.

The MoWIB reviews each state plan or plan modification and recommends to the Governor for approval before posting for public comment and, ultimately, the U.S. Department of Labor. The Missouri Workforce Investment Board Strategic Plan, adopted in February 2010, provides a tool for development and continuous improvement of the one-stop delivery system and a mechanism to develop and improve Missouri's performance measures. With assistance from the Department of Elementary and Secondary Education, the board makes annual comments on those measures taken pursuant to the Carl D. Perkins Vocational and Technical Education Act. The board reviews the Division of Workforce Development's Annual Report prior to submission to the U.S. Department of Labor. The Missouri Economic Research Information Center within the Department of Economic Development serves as the state's employment statistic and data collection resource and routinely reports to the board on economic and labor market trends and data.

Several of the mandatory functions have not required recent performance by the board. The reconsideration of existing local workforce regions has not been requested of or sought by the board. No plan to redevelop the current system of funding allocation was proposed by the board. The MoWIB will aid in creating the application for WIA incentive grants as the incentive process develops.

6. How will the State Board ensure that the public (including people with disabilities) has access to board meetings and information regarding State Board activities, including membership and meeting minutes? (20 CFR 661.205)

The MoWIB complies with state law to ensure that the public has sufficient notice and access to the MoWIB's general body and committee meetings. The MoWIB meetings, whether in-person or teleconferenced, are posted on the state meeting notice website, in most cases, one week prior to each meeting. The public is always granted at least 24 hours notice of board meetings as required by law. Board meeting minutes and directory of membership are accessible to the public via the MoWIB's website. All MoWIB meeting locations are accessible to those persons with disabilities.

The MoWIB's bylaws outline recordkeeping provisions which include retention of formal meeting minutes, records of all actions taken by the board without a meeting and records of actions taken by standing and special committees. The bylaws also require retention of miscellaneous records including bylaws, resolutions, written communications to members, a membership directory and any written documents approved and adopted by the board. All open records are required by state law to remain accessible to the public and must be provided to the public on request.

7. Identify the circumstances which constitute a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his/her immediate family. (ss111(f), 112(b)(13) and 117(g))

Conflicts of interest for the MoWIB are defined by WIA, state law and board bylaws. State board members are prohibited from voting on any matter that concerns the member, provides direct financial benefit to the member or concerns any activity determined to constitute a conflict of interest as enumerated within a state plan. The MoWIB's bylaws set expectations that members avoid unethical behavior and appearances of impropriety in the course of performing appointed duties. State board members are prohibited from use of membership for private gain, granting preferential treatment to persons or entities, losing independence or impartiality in decision making or acting in any way that would erode public confidence in the integrity of the board. Members are required individually to abstain from voting on issues and matters that directly or indirectly result in a financial or personal conflict of interest.

MTEC, the workforce board prior to the statutory creation of the MoWIB, established the following policy to prevent local workforce board conflicts of interest:

“No core or intensive services shall be provided by local WIBs, their staffs or administrative designees, nor shall they be designated or certified as a One-Stop operator. Local elected officials, however, shall be able to apply to the state board for a recommendation to the Governor for a final decision for an exemption to this service prohibition if it can be shown there are no feasible alternatives to direct service provision.”

As the current board has not repealed the policy, this provision remains in effect.

8. What sources does the state provide the board to carry out its functions, i.e., staff, funding, etc.?

Missouri state law directs the state's Department of Economic Development to provide professional, technical and clerical staff for the state board. The MoWIB staff consists of an Executive Director, a Policy Planner and an Administrative Assistant.

C. Structure/Process for State Agencies and State Board to Collaborate and Communicate with Each Other and with the Local Workforce Investment System (s112(b)(8)(A))

1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (ss111(d)(2) and 112(b)(8)(A))

The MoWIB's proposed strategic plan addresses collaborative workforce improvement through:

- Initiation of an interagency effort to identify strengths, redundancies and barriers between agencies, workforce boards and other stakeholders through review of missions, policies and procedures (Alignment, Strategy 1, Action 1);
- Identification and inventory current public funding streams to evaluate alternative strategies of fund utilization that increase efficiency and maximize return on workforce development investment (Alignment, Strategy 1, Action 3);
- Review of the philosophies of partner agencies to ensure a common vision for the workforce development system (Alignment, Strategy 2);
- Identification of best practices, quality programs and innovative approaches that can be implemented across the state and result in increased collaboration and integration of workforce development activities (Alignment, Strategy 3);
- Active engagement of industry stakeholders to determine training needs and identify potential partnerships with training providers (Alignment, Strategy 4).

The Missouri Workforce Investment Board's full body and individual committees meet frequently to achieve the above goals and ultimately improve workforce collaboration and coordination.

2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the state agencies responsible for implementing the vision for the workforce system; between the state agencies and the State Board.

The directors of seven state agencies are members of the state board by virtue of their agency's role in the one-stop workforce system. The seven agency director members also serve as members of the state board's executive committee. It meets quarterly prior to each full board meeting and also convenes to discuss and vote on general board matters in certain circumstances. Each agency director member serves on either the Access or Alignment Strategic Planning Committee and contributes to the formulation and implementation of the MoWIB Strategic Plan.

3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the state agencies/state board and local workforce investment areas and local boards. Include types of regularly issued guidance and how federal guidance is disseminated to local boards and One-Stop Career Centers. (s112(b)(1))

The state board has established a local workforce investment board liaison to ensure an effective line of communication between the MoWIB and local boards. Board meetings are open to the public and local boards directors are encouraged to attend. The MoWIB issues a quarterly newsletter that includes local board news and accomplishments. The MoWIB's Executive Director makes effort to attend local board meetings when possible and attends the monthly meetings between the Division of Workforce Development senior staff members and local workforce investment board directors.

The Division of Workforce Development (DWD) develops and - through its partnership with the local workforce investment boards (WIBs) - prepares for state board consideration an adoption of various workforce development policies, waiver requests, and State Plan modifications. The DWD allows workforce leaders to review and comment on the issuance's content, sparking collaborative discussions that foster consensus-building. Once the state board approves a policy, waiver or state plan modification, DWD communicates this to the entire workforce community in an issuance that is distributed electronically and by regular mail to the 14 local board chairs and their staff directors, as well as to partner agency staffs. The issuance is also placed in an Issuances Library section online at <https://worksmart.ded.mo.gov/index.cfm?frpath=policies/view.cfm?MenuID=5218>. (The local WIB staff is responsible for ensuring that its service providers are made aware of these issuances.)

4. Describe any cross-cutting organizations or bodies at the state level designed to guide and inform an integrated vision for serving youth in the state within the context of workforce investment, social services, juvenile justice and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the state promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (s112(b)(18)(A))

The Missouri's Shared Youth Vision Team collaborates with the Department of Public Safety's Juvenile Justice Programs, the Department of Elementary and Secondary Education, Job Corps, as well as the Department of Social Services' Family Support Division and Division of Youth Services. This collaboration better serves youth that are most in need, have significant barriers to employment, and successfully connect them to education and training. As described in Sections I.E. and II, Missouri has several strong initiatives in place for building the skills of younger workers, namely: the Children's Service Commission, Youth Independence Interdepartmental Initiative Committee, Jobs for Missouri Graduates (JMG), Children in Nature Challenge and the State Parks Youth Corps.

Additionally, Missouri provides a value-added benefit of connecting youth to appropriate education and workforce skills using the Missouri Pre-Kindergarten through post-secondary (grade 20) – P-20 Council. **Missouri's P-20 Council** was created in 2006. Members of the Council include all Cabinet education agencies and the Director of the Department of Economic Development. Frequently, the designated representative of the Department of Economic Development comes from staff support of the Division of Workforce Development. At all times, the P-20 Council collaborates with the Division of Workforce Development.

Most recently, in April 2010, the Division of Workforce Development was a partner in the joint development of the format, agenda and facilitation of a Regional P-20 Council Summit. The State P-20 Council will provide local start-up grants to establish and promote the development of P-20 Councils in local regional areas. Such regions will include all, or portions of, local WIBs and membership among local Councils will include local WIB representation.

Youth Councils have been developed in the local regions, and through these councils the state anticipates stronger collaboration. Missouri recognizes that youth represent a population that businesses need to access, and therefore, have developed strategies to train youth in high-growth, high-demand jobs. The Division continues to assist the local WIBs in identifying cross-agency partners that will increase collaboration with the new youth target populations.

To augment the Governor's vision, DWD continues to explore other states that have exemplary state and local youth councils.

IV. ECONOMIC AND LABOR MARKET ANALYSIS (s112(b)(4))

As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the state's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

A. What is the current makeup of the state's economic base by industry?

Missouri employment totaled more than 2.7 million workers in 2009. The Trade, Transportation, and Utilities sector contributed 19.3 percent of the state's total employment. The Government (16.9 percent) and Health Care and Social Assistance (12.5 percent) sectors were the second and third largest employing sectors, with Manufacturing rounding out the top list with over 9.5 percent of Missouri's total employment.

In 2008, Missouri had the fourth most diversified economy in the United States. This is indicative of a robust economy, better able to withstand and recover from significant unfavorable changes in any one sector. Missouri's economy closely mirrors the national economy and thus national trends are reflected in Missouri trends.

Missouri trends show that from 2007 to 2009, total non-farm employment in Missouri shrank by 3.8 percent. In spite of a recession during this period, three sectors grew in the state: Educational Services (+4.7 percent), Health Care and Social Assistance (+4.2 percent), and Government (+3.1 percent). Construction employment decreased 19.3 percent over the same period. Manufacturing suffered the greatest employment decline during 2007 to 2009, losing nearly 45,000 jobs and decreasing by 14.8 percent. Administrative and Remediation Services declined by 7.8 percent during the same period

Missouri Employment by Industry, 2007–2009					
Industry	2007	2009	% of 2009 Total Employment	Net Change	Percent Change
Total Nonfarm	2,794,600	2,688,100	--	-106,500	-3.8%
Total Private	2,354,800	2,234,500	83.1%	-120,300	-5.1%
Mining & Logging	5,600	4,300	0.2%	-1,300	-23.2%
Construction	147,500	119,000	4.4%	-28,500	-19.3%
Manufacturing	300,200	255,700	9.5%	-44,500	-14.8%
Durable Goods	183,700	147,200	5.5%	-36,500	-19.9%
Non-Durable Goods	116,500	108,500	4.0%	-8,000	-6.9%
Trade, Transportation, & Utilities	548,500	518,900	19.3%	-29,600	-5.4%
Wholesale Trade	125,000	118,000	4.4%	-7,000	-5.6%
Retail Trade	316,600	301,500	11.2%	-15,100	-4.8%
Transportation, Warehousing, & Utilities	106,900	99,400	3.7%	-7,500	-7.0%
Information	63,400	63,300	2.4%	-100	-0.2%
Finance & Insurance	126,100	125,900	4.7%	-200	-0.2%
Real Estate & Rental & Leasing	40,100	37,300	1.4%	-2,800	-7.0%
Professional, Scientific, & Technical Services	127,100	124,400	4.6%	-2,700	-2.1%
Management of Companies & Enterprises	66,800	59,400	2.2%	-7,400	-11.1%
Admin. & Support & Waste Management & Remediation Services	143,600	132,400	4.9%	-11,200	-7.8%
Educational Services	63,400	66,400	2.5%	3,000	4.7%
Health Care & Social Assistance	321,300	334,800	12.5%	13,500	4.2%
Arts, Entertainment, & Recreation	44,400	43,000	1.6%	-1,400	-3.2%
Accommodation & Food Services	236,600	231,300	8.6%	-5,300	-2.2%
Other Services	120,300	118,600	4.4%	-1,700	-1.4%
Government	439,800	453,600	16.9%	13,800	3.1%

Missouri's Gross Domestic Product (GDP) in 2008 totaled \$237 billion. The Manufacturing sector made up 13.5 percent of Missouri's output, followed by Government (12.4 percent), and Real Estate, Rental and Leasing (9.6 percent) sectors. From 2007 to 2008, Missouri's GDP increased by 3.6 percent. Several industries grew faster than the state average. From 2007 to 2008, Professional & Business Services (500) and Educational & Health Services (5,900) had the largest net gains in employment in the state, while Manufacturing & Construction (-12,000) had the largest declines in net employment.

Although farm establishments in Missouri only made up just over 1 percent of the state's total Gross Domestic Product in 2008, Agriculture is an important part of Missouri's economy. According to the state's Department of Agriculture, Missouri is second only to Texas in the total number of farms at nearly 108,000 establishments. Missouri is the nation's 15th largest agricultural exporting state with top exports including soybeans, feed grains, wheat and cotton.

Missouri Gross Domestic Product (millions of dollars)					
Industry	1998	2008	% of 2008 Total GDP	Net Change	Percent Change
All Industry Total	164,267	237,797	--	73,530	44.8%
Private Industries	146,453	208,230	87.6%	61,777	42.2%
Agriculture, Forestry, Fishing, & Hunting	1,714	3,205	1.3%	1,491	87.0%
Mining	414	904	0.4%	490	118.4%
Utilities	3,105	4,521	1.9%	1,416	45.6%
Construction	6,965	10,046	4.2%	3,081	44.2%
Manufacturing	31,223	32,047	13.5%	824	2.6%
Durable Goods	16,044	16,299	6.9%	255	1.6%
Nondurable Goods	15,179	15,748	6.6%	569	3.7%
Wholesale Trade	10,650	15,331	6.4%	4,681	44.0%
Retail Trade	11,643	16,144	6.8%	4,501	38.7%
Transportation & Warehousing, Excluding Postal Service	6,590	8,870	3.7%	2,280	34.6%
Information	7,871	11,117	4.7%	3,246	41.2%
Finance & Insurance	10,239	13,400	5.6%	3,161	30.9%
Real estate & Rental & Leasing	14,856	22,716	9.6%	7,860	52.9%
Professional & Technical Services	8,814	16,116	6.8%	7,302	82.8%
Management of Companies & Enterprises	5,531	8,520	3.6%	2,989	54.0%
Administrative & Waste Services	3,832	7,382	3.1%	3,550	92.6%
Educational Services	1,649	3,114	1.3%	1,465	88.8%
Health care & Social assistance	10,928	18,751	7.9%	7,823	71.6%
Arts, Entertainment, & Recreation	2,055	3,287	1.4%	1,232	60.0%
Accommodation & Food Services	4,131	6,621	2.8%	2,490	60.3%
Other Services, Except Government	4,241	6,140	2.6%	1,899	44.8%
Government	17,814	29,567	12.4%	11,753	66.0%

B. What industries and occupations are projected to grow and or decline in the short term and over the next decade?

MERIC produces both short and long term employment forecasts at both an industry and occupational level. For the 2008–2010 short-term time period, the top growing industries in net change in Missouri are projected to be: Educational Services (5,290); Ambulatory Health Care Services (3,000); Local Government, excluding Education and Hospitals (2,420); Hospitals (2,310); and Social Assistance (2,250). Conversely, the industries that are projected to have the largest decrease in net employment include: Transportation Equipment Manufacturing (–7,060); Specialty Trade Contractors (–5,860); Construction of Buildings (–3,490); Administrative and Support Services (–2,930); and Credit Intermediation and Related Activities (–2,870).

For the 2008–2010 short-term time period, the top growing occupations in net change in Missouri are projected to be: Registered Nurses (1,840); Combined Food Preparation and Serving Workers (1,510); Personal and Home Health Aides (1,100); Nursing Aides, Orderlies, and Attendants (931); and Home Health Aides (822). Conversely, the occupations that are projected to have the largest decrease in net employment include: Carpenters (–2,426); Truck Drivers, Heavy and Tractor Trailer (–2,078); Laborers and Freight, Stock, and Material Movers (–1,989); and Team Assemblers (–1,974).

For the 2008–2018 long-term time period, the top industries in terms of net change statewide are projected to be: Elementary and Secondary Schools (16,276); General Medical and Surgical Hospitals (11,063); Individual and Family Services (10,240); and Local Government, excluding Education and Hospitals (8,967). Conversely, the industries projected to have the largest decline in net employment include: Motor Vehicle Parts Manufacturing (–5,249); Printing and Related Support Activities (–3,004); Postal Service (–2,340); Wired Telecommunications Carriers (–1,917); and Department Stores (–1,810).

For the 2008–2018 long-term time period, the top growing occupations in net change statewide include: Registered Nurses (10,412); Personal and Home Care Aides (7,080); Home Health Aides (6,432); Combined Food Preparation and Serving Workers; including Fast Food (4,981); and Customer Service Representatives (4,949). Conversely, the occupations with the largest net decline in employment include: Laborers and Freight, Stock, and Material Movers (–4,270); General Managers (–2,467); Assemblers and Fabricators (–2,034); Team Assemblers (–1,892); and Computer Programmers (–1,764).

C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?

**Top Ten Short-Term Occupation Projections by Total Openings
(Categorized by typical education/training requirements, i.e., Now, Next, and Later)**

Occupation	2008 Employment	2010 Employment	Total Openings	Career Grade *
Now Occupations **				
Cashiers	80,382	78,641	10,169	C
Waiters & Waitresses	54,748	54,728	6,489	C+
Retail Salespersons	87,741	86,881	6,013	B-
Combined Food Preparation & Serving Workers	78,579	80,089	4,126	C+
Office Clerks, General	94,706	93,642	3,486	B-
Laborers & Freight, Stock, & Material Movers	45,184	43,195	3,102	D
Child Care Workers	31,417	32,238	2,756	B
Customer Service Representatives	42,096	42,405	2,639	B
Counter Attendants, Food Concession	9,101	9,088	2,066	C+
Personal & Home Care Aides	19,865	20,965	1,738	B
Next Occupations ***				
Registered Nurses	58,178	60,018	3,402	A+
Cooks, Restaurant	23,114	23,173	1,549	B
Sales Representatives	35,816	35,242	1,490	A-
Nursing Aides, Orderlies, & Attendants	37,796	38,727	1,484	B
Licensed Practical & Licensed Vocational Nurses	18,443	18,647	1,150	A-
Managers of Retail Sales Workers	24,161	24,002	956	B+
Police & Sheriff's Patrol Officers	12,250	12,523	885	A-
Managers of Office & Admin. Support Workers	21,558	21,003	777	B
Executive Secretaries & Administrative Asst.	27,752	27,631	771	B+
Carpenters	32,500	30,074	763	C+
Later Occupations ****				
Elementary School Teachers, exc. Special Ed.	22,745	23,354	1,512	A-
Secondary School Teachers, exc. Special & Voc.	19,748	19,988	1,417	A-
General & Operations Managers	29,316	28,220	1,290	B
Accountants & Auditors	28,406	28,247	924	A-
Teachers & Instructors, All Other	21,811	22,243	815	B
Middle School Teachers, exc. Special & Voc. Ed.	12,215	12,492	762	A-
Computer Systems Analysts	9,729	9,899	652	A
Insurance Sales Agents	11,246	11,336	539	A
Business Operations Specialists, All Other	20,377	20,631	528	A
Health Specialties Teachers, Postsecondary	6,720	7,017	498	A+

* Career Grades are based on a combination of job openings, percent growth, and average wages of an occupation

** Now occupations include those that generally require short- to moderate-term on-the-job training

*** Next occupations include those that generally require long-term on-the-job training, work experience, Associate's degree or vocational ed.

**** Later occupations include those that generally require Bachelor's degree, Master's degree, Doctoral degree, or Professional degree

Top Ten Long-Term Occupation Projections by Total Openings
(Categorized by typical education/training requirements, i.e., Now, Next, and Later)

Occupation	2008 Employment	2018 Employment	Total Openings	Career Grade*
Now Occupations**				
Cashiers	77,572	79,189	36,457	C
Waiters & Waitresses	51,049	52,303	29,430	C
Retail Salespersons	83,716	87,646	27,281	B-
Combined Food Preparation & Serving Workers	83,867	88,848	22,766	C
Customer Service Representatives	42,959	47,908	18,469	B
Office Clerks, General	79,124	82,152	13,810	B-
Laborers & Freight, Stock, & Material Movers	42,009	37,739	13,520	D
Truck Drivers, Heavy & Tractor-Trailer	44,354	46,647	10,228	B+
Child Care Workers	26,330	28,737	10,112	B
Personal & Home Care Aides	18,136	25,216	9,344	B
Next Occupations***				
Registered Nurses	60,774	71,186	21,029	A+
Sales Representatives	34,058	33,320	7,889	B
Licensed Practical & Licensed Vocational Nurses	18,317	20,402	7,815	A-
Nursing Aides, Orderlies, & Attendants	39,468	43,306	7,768	B
Cooks, Restaurant	21,982	22,909	6,552	B-
Managers of Office & Administrative Support Workers	23,598	24,221	5,946	A-
Managers of Retail Sales Workers	25,453	25,679	5,688	B+
Executive Secretaries & Administrative Assistants	23,265	24,365	4,234	B+
Police & Sheriff's Patrol Officers	11,445	12,383	3,890	A-
Computer Support Specialists	12,478	12,708	3,684	B+
Later Occupations****				
Elementary School Teachers, Exc. Special Education	27,353	31,474	10,341	A-
General & Operations Managers	31,863	29,396	9,233	C+
Secondary School Teachers, Exc. Special & Voc. Ed.	21,463	23,198	7,972	A-
Accountants & Auditors	27,123	29,722	7,184	A
Insurance Sales Agents	18,565	20,114	5,859	A
Middle School Teachers, Exc. Special & Voc. Ed.	12,560	14,404	4,700	A-
Teachers & Instructors, All Other	18,369	20,017	4,473	B
Business Operations Specialists, All Other	15,013	15,362	3,683	A-
Clergy	10,022	11,314	3,276	A-
Computer Systems Analysts	10,610	11,084	2,761	A-

* Career Grades are based on a combination of job openings, percent growth, and average wages of an occupation

** Now occupations include those that generally require short- to moderate-term on-the-job training

*** Next occupations include those that generally require long-term on-the-job training, work experience, Associate's degree or vocational ed.

**** Later occupations include those that generally require Bachelor's degree, Master's degree, Doctoral degree, or Professional degree

Top Ten Short-Term Industry Projections by Net Change in Employment

Industry	2008 Employment	2010 Employment	Net Change	Percent Change
Educational Services	237,880	243,170	5,290	2.22%
Ambulatory Health Care Services	98,800	101,800	3,000	3.04%
Local Government, Excluding Education and Hospitals	110,480	112,900	2,420	2.19%
Hospitals	137,450	139,770	2,310	1.68%
Social Assistance	44,590	46,840	2,250	5.05%
Nursing and Residential Care Facilities	68,480	70,700	2,220	3.24%
Food Services and Drinking Places	211,810	213,170	1,350	0.64%
Wholesale Electronic Markets and Agents and Brokers	23,170	24,170	1,000	4.31%
Religious, Civic, and Similar Organizations	68,660	69,340	680	0.99%
Health and Personal Care Stores	19,510	19,990	480	2.43%
General Merchandise Stores	72,220	72,570	350	0.49%

Top Ten Long-Term Industry Projections by Net Change in Employment

Industry	2008 Employment	2018 Employment	Net Change	Percent Change
Elementary and Secondary Schools	164,583	180,859	16,276	9.9%
General Medical & Surgical Hospitals	126,828	137,891	11,063	8.7%
Individual & Family Services	22,023	32,263	10,240	46.5%
Local Government, exc. Education & Hospitals	106,877	115,844	8,967	8.4%
Offices of Physicians	39,376	47,817	8,441	21.4%
Home Health Care Services	15,665	21,885	6,220	39.7%
Colleges, Universities, & Professional Schools	58,603	64,470	5,867	10.0%
Other General Merchandise Stores	31,898	37,665	5,767	18.1%
Religious Organizations	40,534	45,289	4,755	11.7%
Child Day Care Services	15,056	19,523	4,467	29.7%

D. What jobs/occupations are most critical to the state's economy?

Critical jobs to Missouri's economy are ascertained by a grading system developed by MERIC based on a combination of (a) job openings, (b) percent growth, and (c) average wages. Grade-A Careers are critical to the state economy. Grade-A Careers had a base employment of 504,234 in 2008, accounting for 17.2 percent of all employment statewide. They paid average annual wages of \$59,040 in 2008, significantly higher than the average state wage of \$38,849.

Between 2008 and 2018 there is expected to be 168,179 Grade-A Career openings, accounting for 20.3 percent of all openings statewide. Grade-A Careers are expected to grow by 11.4 percent between 2008 and 2018, faster than the state growth rate of 3.3 percent.

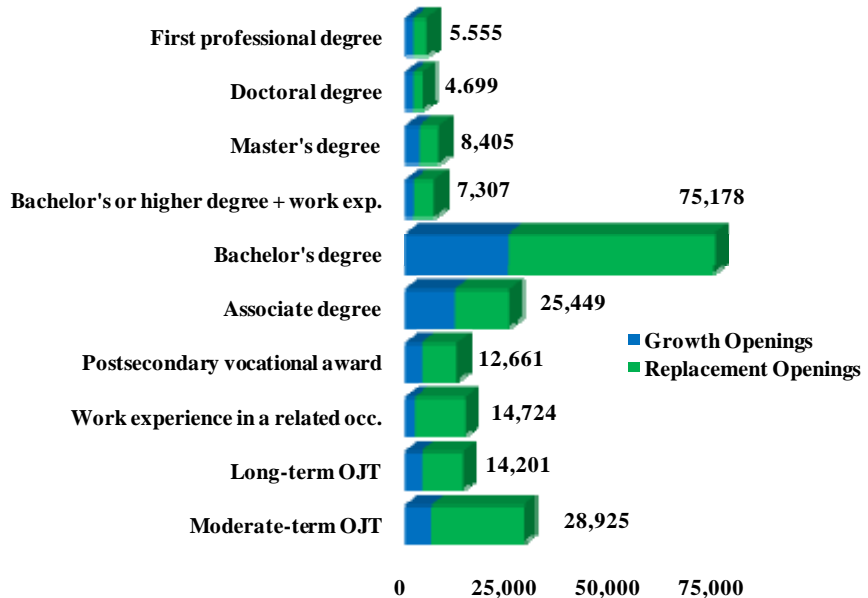
Most Grade-A Careers will require completion of a postsecondary degree. Of all Grade-A Career openings, 47 percent will require a Bachelor's degree or Bachelor's degree or higher plus work experience; 21 percent Long-term on-the-job training or Moderate-term on-the-job training or Work experience in a related occupation; 15 percent a Doctoral or First Professional degree; 9 percent an Associate's or Vocational degree; and 8 percent a Master's degree.

E. What are the skill needs for the available, critical and projected jobs?

For this analysis, three job areas are defined as follows: (1) **available jobs** refer to projected occupations with the most openings in the 2008–2010 short-term time period; (2) **critical jobs** refer to projected occupations which are assigned a Career Grade of an "A" over the 2008–2018 long-term time period; and (3) **projected jobs** refer to projected occupations with the highest growth rate over the 2008–2018 long-term time period.

A top ten list of occupations in each of the three categories was analyzed for their skill needs using WorkKeys® skills scores and O*NET skills data. WorkKeys® skill scores are based on national foundational and personal assessments used to predict job behavior and to measure cognitive abilities and the work potential of individuals.

Grade-A Careers: Job Openings by Education/Training Attainment (2008 – 2018)



Available Jobs (2008 - 2010 Short-term Occupations by Most Total Openings)										
Occupation	2008	2010	Total Openings	Percent Change	Average Wage	Education/ Training	Career Grade	WorkKeys® Score *		
								AM	LI	RI
Cashiers	80,382	78,641	10,169	-2.17%	\$17,720	Short-term OJT	C	4	4	4
Waiters & Waitresses	54,748	54,728	6,489	-0.04%	\$16,870	Short-term OJT	C+	3	4	3
Retail Salespersons	87,741	86,881	6,013	-0.98%	\$24,520	Short-term OJT	B-	4	4	4
Food Prep. & Serving Workers	78,579	80,089	4,126	1.92%	\$16,480	Short-term OJT	C+	3	4	3
Office Clerks, General	94,706	93,642	3,486	-1.12%	\$26,320	Short-term OJT	B-	3	4	4
Registered Nurses	58,178	60,018	3,402	3.16%	\$54,710	Associate degree	A+	4	4	5
Laborers & Material Movers	45,184	43,195	3,102	-4.40%	\$24,770	Short-term OJT	D	3	4	3
Child Care Workers	31,417	32,238	2,756	2.61%	\$18,550	Short-term OJT	B	0	3	4
Customer Service Reps.	42,096	42,405	2,639	0.73%	\$30,260	Moderate-term OJT	B	4	4	4
Counter Attendants	9,101	9,088	2,066	-0.14%	\$17,350	Short-term OJT	C+	3	4	3

* Missouri utilizes foundational skills assessments including Applied Mathematics (AM), Locating Information (LI), and Reading for Information (RI). Both Applied Mathematics and Reading for Information are scored on a scale from 3 (least complex) to 7 (most complex), while Locating Information is scored on a scale from 3 (least complex) to 6 (most complex).

The top ten *available* occupations by most total openings available from 2008 – 2010 typically require Short- to Moderate-term on-the-job training. The exception is Registered Nurse, which typically requires an Associate’s degree. The *available* occupations require very similar levels of skills by WorkKeys® scores. Nine of the ten occupations have a score of 3 or 4 in the category of Applied Mathematics. These include specific skills such as “converting simple money and time units” and “calculating averages, ratios, or rates using whole numbers and decimals.” With the exception of Child Care Workers, all occupations in this list scored a 4 in Locating Information.

Only Registered Nurses scored as high as a 5 for any WorkKeys® score among these occupations and that was in the category of Reading for Information. Specific skills at this level might include “applying technical terms and jargon” and “applying complex instructions that include conditionals to situations.” All other *available* occupations scored either a 3 or 4 in Locating Information.

Critical Jobs (2008 - 2018 Long-Term Occupations by Grade-A Careers)										
Occupation	2008	2018	Total Openings	Percent Change	Average Wage	Education/ Training	Career Grade	WorkKeys® Score		
								AM	LI	RI
Registered Nurses	60,774	71,186	21,029	17.13%	\$56,667	Associate degree	A+	4	4	5
Network Systems & Data Comm. Analysts	5,213	6,786	2,510	30.17%	\$74,788	Bachelor's degree	A+	6	5	5
Computer Software Engineers, Apps.	8,885	10,043	1,905	13.03%	\$76,059	Bachelor's degree	A+	7	5	5
Accountants & Auditors	27,123	29,722	7,184	9.58%	\$58,199	Bachelor's degree	A	6	5	5
Insurance Sales Agents	18,565	20,114	5,859	8.34%	\$54,165	Bachelor's degree	A	5	5	6
Public Relations Specialist	6,802	7,858	2,667	15.52%	\$51,774	Bachelor's degree	A	0	5	5
Network & Computer Systems Admin.	9,567	10,365	2,393	8.34%	\$63,197	Bachelor's degree	A	5	5	5
Training & Development Specialists	5,019	5,743	2,034	14.43%	\$49,533	Bachelor's plus exp.	A	5	4	5
Pharmacists	5,789	6,502	1,997	12.32%	\$106,242	Professional degree	A	6	5	6
Health Specialties Teachers, Postsecondary	6,351	7,082	1,837	11.51%	\$105,867	Doctoral degree	A	5	5	6

The top ten *critical* occupations by best outlook from 2008 – 2018 typically require education or training from an Associate’s degree for Registered Nurse to Professional degree for Pharmacists. The majority of *critical* occupations typically require a Bachelor’s degree. The *critical* occupations generally require higher level of education/training and WorkKeys® skills scores than *available* occupations.

Eight of the ten occupations have a score of 5 in the category of Locating Information. These include specific skills such as “comparing information and trends from one or more complicated graphic” and “sorting through distracting information.” All of the *critical* occupations scored a 5 or 6 in Reading for Information. At this level, skills include “applying complicated instructions to new situations” and “explaining the rationale behind a procedure or policy.”

Only Registered Nurses and Public Relations Specialist scored lower than a 5 for Applied Mathematics, emphasizing the importance of STEM skills for Missouri’s *critical* occupations. Four of the ten scored at a 6 or 7 level. Specific skills at this level might include “using two formulas to change from one unit to another” and “solving problems that include nonlinear functions and/or that involve more than one unknown.”

Projected (2008 - 2018 Long-Term Occupations by Fastest Growing)										
Occupation	2008	2018	Total Openings	Percent Change	Average Wage	Education/ Training	Career Grade	WorkKeys® Score		
								AM	LI	RI
Biomedical Engineers	151	245	125	62.25%	\$67,177	Bachelor's degree	B	7	5	7
Home Health Aides	12,963	19,395	7,723	49.62%	\$19,542	Short-term OJT	B	3	3	3
Biochemists & Biophysicists	280	406	216	45.00%	\$63,276	Doctoral degree	B	6	5	6
Personal & Home Care Aides	18,136	25,216	9,344	39.04%	\$18,714	Short-term OJT	B	3	4	4
Financial Examiners	674	900	348	33.53%	\$80,701	Bachelor's degree	B	5	5	5
Athletic Trainers	355	474	238	33.52%	\$46,136	Bachelor's degree	B	3	4	5
Medical Scientists, exc.	2,020	2,653	1,041	31.34%	\$67,086	Doctoral degree	A-	5	5	6
Epidemiologists										
Network Systems & Data Comm. Analysts	5,213	6,786	2,510	30.17%	\$74,788	Bachelor's degree	A+	6	5	5
Self-Enrichment Education Teachers	4,444	5,727	1,966	28.87%	\$35,417	Work exp. in related occ.	A-	4	5	5
Veterinary Technologists & Techs.	1,081	1,376	568	27.29%	\$27,345	Associate degree	B-	3	4	4

The top ten *projected* occupations by growth rate from 2008 – 2018 requires education or training from Short-term on-the-job training for Personal & Home Care Aides to Doctoral degrees for Biochemists & Biophysicists. Many of the *projected* occupations typically require a Bachelor's degree. The *projected* occupations generally require higher levels of education/training than *available* occupations and similar to *critical* occupations.

There is little consistency for WorkKeys® scores among the occupations that are projected to grow at the fastest rate over the next ten-year period. Seven of the ten occupations have a score of 5 or higher in the category of Reading for Information. These include specific skills ranging from “applying complicated instructions to new situations” to “figuring out the definition of difficult, uncommon words.”

Only Biomedical Engineers scored a 7 in any WorkKeys® category, and it scored this for Applied Mathematics and Reading for Information. Applied Mathematics was a skill that was required a higher level of WorkKeys® score for occupations needing an advanced degree. Half of the occupations in the *projected* list had a WorkKeys® score higher than a 5. Specific skills at this level might include “manipulating complex ratios” and “calculating perimeters and areas of basic shapes.”

Based on the O*Net Analysis, Active Listening, Reading Comprehension and Speaking were the top three skills for the *available*, *critical* and *projected* occupations. Other prominent skills were Social Perceptiveness, Instructing, and Writing. These top 5 skills closely match the outcomes of the Competency Model Reports compiled by MERIC for Missouri's in-demand industry sectors. These reports revealed that employers universally seek Personal Effectiveness Competencies as critical skills for occupations throughout their industries. It is encouraging for workforce developers to note that these skills can be improved through training, professional development, and/or coaching.

F. What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

Ethnic groups that lost the most population in Missouri from 2000 to 2008 were “White Non-Hispanic,” aged under 17, and aged 25–44 while increasing population was observed in groups categorized as

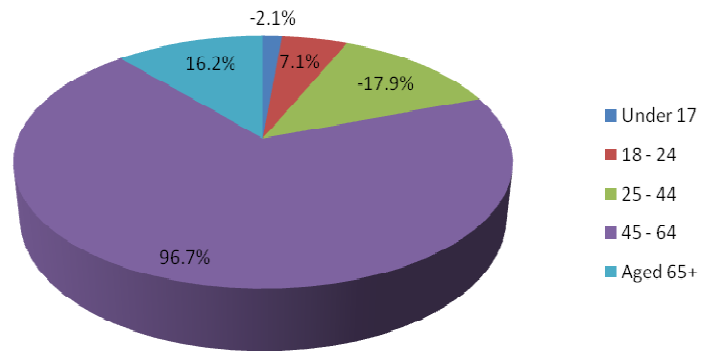
“Hispanic” and aged 45–64. Missouri’s Hispanic population grew by a staggering 58.5 percent from 119,708 in 2000 to 189,700 in 2008.

In contrast, Missouri’s total population grew 5.5 percent from about 5.6 million to 5.9 million in 2008. Perry (180.6 percent), Christian (152.3 percent) and Warren (135 percent) counties reported the largest percent increases since 2000 in Hispanic population due to expanding employment opportunities. Overall sixty four of Missouri’s counties reported a greater than 50 percent increase in their Hispanic population while only Scotland County had no reported growth in their Hispanic population. Christian County reported the largest increase in persons –20,527, a 37.4 percent increase, followed by Lincoln–13,519, a 34.4 percent increase; and Warren County – 6,494, a 26.3 percent increase.

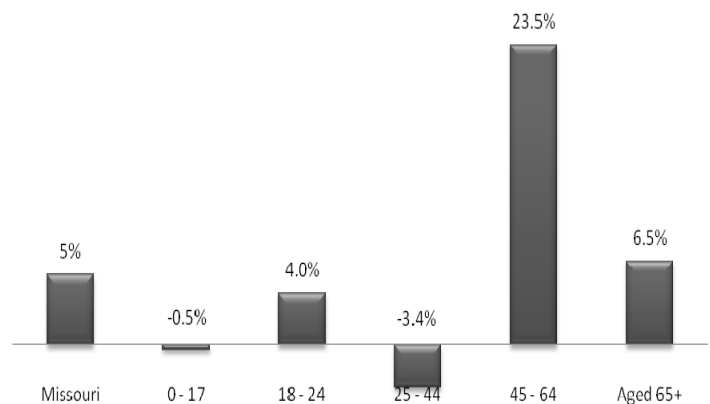
Contribution of Age Group to State Population

Of the 305,737-person increase in Missouri between 2000 and 2008, an overwhelming 96.7 percent is in the 45–64 age group, followed by 16.2 percent in the over 65 age group. The lowest increase is observed in the 25–44 age group (–17.9 percent).

Percent Growth by Age Group, 2000-2008



Percent Growth within Age Group, 2000-2008

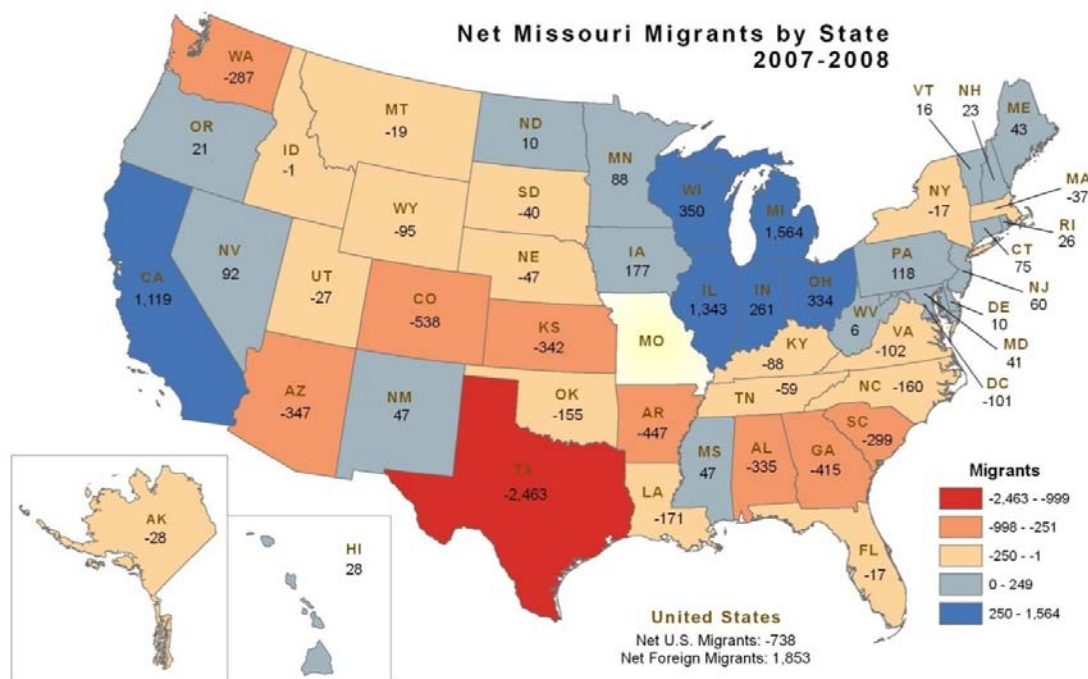


Growth within Age Group

In the whole population of Missouri, it appears that the 45–64 age group has the highest growth rate (23.5 percent) since 2000. This is typical and not surprising since it usually contains the Baby Boomer generation (those born between 1946 and 1964). It is expected this age group will continue to grow in the next decade as well until the second half of this generation reaches the next age group.

The lowest growth is in the 25–44 age group with a decrease of 3.4 percent from 2000–2008. Missouri’s total population is projected to increase by 9.5 percent from 2005 to 2025. During that time, Missouri’s older population groups are projected to increase in size relative to the state’s population as a whole.

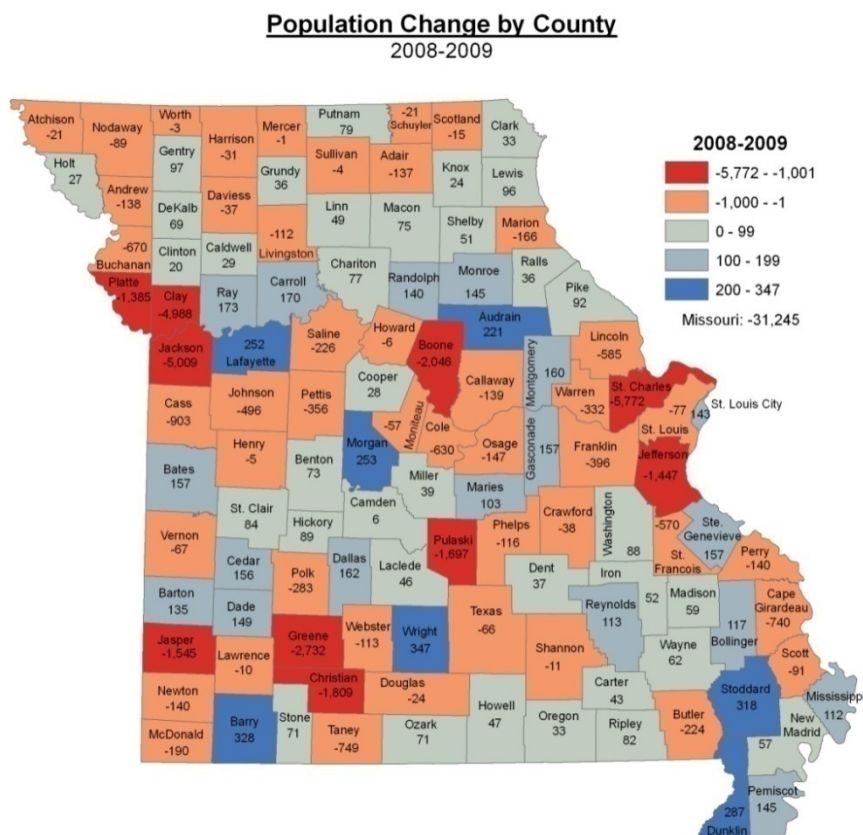
G. Is the state experiencing any “in migration” or “out migration” of workers that impact the labor pool?



Over the past year of available data, Missouri had an out migration to other states and foreign countries of 120,597 people and an in migration of 121,712 people for a net inflow of 1,115 people from 2007–2008. Missouri experienced the highest net loss of people to Texas (–2,463), Colorado (–538), and Arkansas (–447) and had the highest net gains from foreign

countries (1,853), Michigan (1,564), and Illinois (1,343). From 2000 to 2009, 67 counties had a net migration increase. Of those counties, 42 had a net increase of more than 1,000 in-migrants during those nine years. Sixteen of those counties are in the St. Louis (7), Springfield (5), and Kansas City (4) metro areas. St. Charles County (65,712) had the greatest influx of residents, followed by Jackson (45,819), Clay (39,364), Greene (26,507), and Christian (21,361).

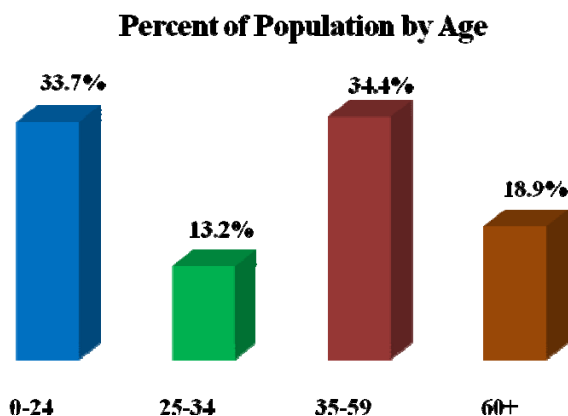
Other large in-migration counties over the same period were Jefferson (19,500), Boone (18,877), Cass (17,189), Platte (15,522), and Lincoln (13,782) rounding out the top ten. St. Louis



County had the largest net out migration of any county, losing more than 23,000 residents from 2000 to 2009.

While the historically large population centers have had the largest population growth over the past nine years, one exception being St. Louis County, they have experienced an out-migration over the past year from 2008 to 2009. St. Charles County (-5,772) had the greatest decrease in net population over the past year, followed by Jackson (-5,009), Clay (-4,988), Greene (-2,732), and Boone (-2,046).

Rural counties across the state, by contrast, experienced the greatest net growth over the past year. The counties with the largest net population growth over the past year include Wright County (347), Barry (328), Stoddard (318), and Dunklin (287). Generally considered the working age population, the group of Missourians between the ages of 15–64 has increased 7.26 percent from 2000 – 2008 to 3,936,334 people. However, over the past year this segment of the Missouri population has grown just 0.43 percent. In 2008, this group consisted of exactly two-thirds of the overall Missouri population.



Segmented further, the population of those Missourians age 25 – 34 constitutes the young, talented, and degreed individuals able to fill the potential workforce gaps of the future. Nationally, over the course of the next two decades, it is projected that 10,000 Baby Boomers will reach retirement age per day. This labor shortage will leave a large gap to be filled by the 25–34 demographic.

H. Based on an analysis of both the projected demand for skills and the available and the projected labor pool, what skill gaps is the state experiencing today and what skill gaps are projected over the next decade?

The state has been and will continue to coordinate with education, economic, and workforce development agencies to address skill gaps for in-demand industry sectors. MERIC conducted Industry Competency Model analysis for the state's in-demand industry sectors. One of the major findings in these reports was that employers seek a good skill mix of both technical and soft skills in their workers. Interdisciplinary knowledge is a key ingredient to success, especially in high-tech sectors. The reports also revealed that workers will need to enhance their existing skills sets to meet the demands of new and evolving technologies used in these growing industry sectors. Proficiency in rules and regulations was also rated as highly important and necessary for work in today's complex business environment.

The Industry Competency Model reports also highlighted issues related to the overall aging of the workforce. The imminent retirement of a large segment of workers across all in-demand sectors could result in a shortage of this specialized labor pool. The ability to produce a sustainable pipeline of skilled workers continues to be the difference in Missouri's ability to help grow existing businesses and attract new establishments to the state.

Missouri will also be developing skill gap analysis for the state's green industry sectors via the LMI Improvement Grant which will consist of statewide green employer focus groups, interviews, and survey analysis with targeted green businesses to identify key issues impacting skill gaps and workforce demand. The statewide skill research will culminate in the development of a green career competency model that

identifies tiered KSA building blocks for selected green occupations. The grant will also seed local skill gap research to identify specific industry and occupational competency gaps at a regional level.

I. Based on an analysis of the economy and the labor market, what workforce development issues has the state identified?

The Governor's vision for the State of Missouri's economic and workforce development system is to drive job growth through support of small and existing businesses and by training Missouri's workforce to meet 21st century industry demands. To accomplish this, the Governor has prioritized a plan, the Training for Tomorrow initiative, to get Missourians back to work by providing them with the skills and training for middle-skill jobs to drive Missouri's economic recovery. In addition, the Accelerated Training Programs and other state-funded industry training programs (see Section I.D.) are available to provide the necessary skills to help them find employment.

Missouri's economic development policy goals include: (a) incentivize existing businesses that are considering expansion, (b) attract and grow high-tech firms to Missouri, and (c) expanding the capacity of Missouri's education pipeline to meet the needs of the state's in-demand industries.

It is critical that Missouri provide both existing and prospective employers with a qualified and skilled workforce. Occupations in many of the state's green, in-demand, and high tech industry sectors require core competencies in math and science. MERIC's 2009 Gateway Skills: Science, Technology, Engineering, and Mathematics (STEM) Occupations Report highlighted the future need for these skills within the state's in-demand occupations as well as within the state's growing high tech industries.

Missouri's capacity to create new jobs in high tech industries and to develop a critical mass of talent to fill those jobs will depend on the state's ability to grow and nurture STEM competencies. The work from the Governor's Training for Tomorrow initiative holds promise for educational and workforce reform to ensure that future Missourians are adequately prepared for opportunities that await them in the global economy.

J. What workforce development issues have the state prioritized as being most critical to its economic health and growth?

The Governor has prioritized Missouri's investment in job training opportunities and helping workers adapt to changes within the economy. The growing demand for middle-skill occupations has combined with the retirements of "baby boomers" to create a gap in the future supply of educated workers with technical skills. As these occupations make up 44 percent of the total employment of Missouri's labor force, many industries face the challenge of finding enough skilled staff for these jobs, potentially stifling economic growth for the state. The Governor's Training for Tomorrow initiative focuses on the potential in middle-skill education and training for Missouri's economic recovery efforts, providing the state's in-demand industries with a supply of middle-skill workers.

The Governor's priorities for workforce development also include education reform on the P-20 level, in addition to strategies aimed at skilling up the adult workforce. The Governor has proposed a merging of the state's Department of Elementary and Secondary Education and Department of Higher Education to complete the P-20 training and education spectrum. In addition, the state is in the process of restructuring the early childhood education to career education pipeline to minimize student achievement gaps at transition points. To assist in these efforts, Missouri has developed an ePortfolio portal, Missouri Connections, which allows individuals to track educational and training accomplishments throughout their lifetime.

V. OVERARCHING STATE STRATEGIES

A. Identify how the state will use WIA Title I funds to leverage other federal, state, local and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees and individuals in the statewide workforce investment system? (s112(b)(10))

One of the driving forces behind implementing NGCC was the opportunity in maximizing resources so that WIA Title 1 funds could be leveraged with other resources in a seamless integration of partner agencies. Cost allocation agreements have been completed so more partners are contributing to leveraging resources and participating as full one-stop center partners. In turn, this will allow an expansion of products and services to create a broader menu in attracting a more universal population of customers, both job seekers and employers. For more information, see Section VI.B.

B. What strategies are in place to address the national strategic direction, the Governor's priorities and the workforce development issues identified through the analysis of the state's economy and labor market? (ss112(b)(4)(D) and 112(a))

Many of Missouri's initiatives are grounded in, and aligned with, President Obama's priorities and national strategic direction of increasing jobs and economic growth. The most notable example is the Recovery Act which provided funds for projects that address individual state's economic needs. Missouri took full advantage of Recovery Act funds by quickly developing the 2009 summer youth program, the Governor's Next-Generation Jobs Team, referenced in Section II. As noted, this successful program also led to 2010's State Parks Youth Corps summer program that will provide youth with employment barriers the opportunity to see firsthand what work experience and education can help a youth to reach their goals. Other Recovery Act funding was used in Missouri to fund other innovative projects that continue, such as Missouri's latest innovation in Auto Worker Retraining, the Regional Collaboration Center.

Since 2000, Missouri has lost 71.4 percent of its automotive jobs—a larger percentage than any other major auto-producing state. In 2009, the Chrysler Assembly Plant in Fenton MO closed, resulting in the layoff of 900 people and bringing the related job loss to over 5,000. With the encouragement of Governor Nixon and community leaders, and the blessing of the U.S. Department of Labor, DWD took an innovative, customer-focused approach to assist the workers affected by this closure. Less than one month after production operations ceased at the plant, Governor Nixon formally opened the new **Regional Collaboration Center** in Fenton. A landmark initiative with DED/DWD, the United Autoworkers (UAW), St. Louis Community College, and the four Workforce Investment Boards in the region, the Center is a holistic services and training facility that connects local companies with qualified workers skilled in advanced manufacturing.

Since then, personal career assistance services has been delivered to hundreds of laid-off auto workers from fully integrated staff—that include UAW members and former Chrysler workers—with comprehensive knowledge of all products and services. The array of services includes a state-of-the-art computer-learning center; referrals to skills retraining programs; job-search coaching, assistance and placement; workshops/training developed specifically for the needs of the customers.

Recovery Act funds also bolstered Missouri's dedication to significant increases in veterans' services. The **Show-Me Heroes program** cited in Section II helps ensure that recently released veterans can come home to good job opportunities. Also as earlier noted, DWD embraces the President's push toward developing green industries, jobs and opportunities. In fact, many of the courses being developed and refined in the Recovery Act-funded training initiatives mentioned below are consistent with the Governor's push toward "green" technologies and concepts. As participants' skills in the areas of energy conservation, bio-technology and alternative energy sources are refined and developed, these new skills can be updated as the needs of businesses grow. The state has been involved in discussions with the community colleges to move to a more

responsive course offering schedules that better meets the high demand needs of employers, and to shift away from semester-based degrees to skills-based course offerings.

Recovery Act funding is behind several of Missouri's training initiatives, referenced in Section I.B. and C. The DWD's partnership with the state's community colleges produced Accelerated Training Programs to help dislocated workers train for high demand/growth industries and get re-employed more quickly. The Governor's Training for Tomorrow initiative trains Missourians in high-tech fields and gets them working in growing industries.

The DWD is also partnering with the state's community colleges, the Governor's Office, and the Governor's Advisor on Higher Education and Workforce Readiness on an initiative to pursue career training grants through the federal healthcare reconciliation bill. All of the partners will work together in a coordinated fashion as individual community colleges plan and develop training programs that will focus on middle skills careers and profession-specific training with an emphasis on articulation.

Missouri is also emphasizing the **On-the-Job Training Program** as a viable re-employment tool. Given the economic state and the large numbers of laid-off workers, it is critical to get those workers re-employed. In addition to setting aside some state WIA 25 percent funds to establish a pool of funds specifically for OJT, Missouri is pursuing an On-the-Job Training National Emergency Grant to offer more enhanced OJT services to a larger number of dislocated workers. Additionally, the Division has set aside Rapid Response funds that will be made available for tuition at approved training providers, specifically for the Dislocated Worker population.

In addition to the influence from the President's national direction, Missouri's workforce development efforts are also grounded in coordinated analysis of the state's economic factors. The Division and MERIC will be collaborating with the Employment and Training Administration (ETA), U.S. Dept. of Labor for an e-Learning Improvement Initiative to help develop web-based modules to train workforce developers on using LMI for better customer assistance in career exploration service delivery. Additional efforts are underway between the Division, MERIC, Missouri Department of Elementary/Secondary Education (DESE) and Missouri Department of Higher Education to share unit record data in a P-20 data warehouse to better track outcomes for students and job seekers throughout the P-20 training system.

C. Based on the state's economic and labor market analysis, what strategies has the state implemented or plans to implement to identify and target industries and occupations within the state that are high growth, high demand and vital to the state's economy? (ss112(a) and 112(b)(4)(A) The state may want to consider:

1. Industries projected to add a substantial number of new jobs to the economy

For both short- and long-term industry projections for Missouri, much of the increase in employment will occur in a combination of education, health care, local government, and retail. Over the short-term, industries projected to add a substantial number of jobs to the economy include Educational Services (5,290), Ambulatory Health Care Services (3,000), Local Government (2,420), Hospitals (2,310), and Social Assistance (2,250).

Similarly, the long-term industries projected to add the most jobs are contained in these general sectors, but in different elements and in different industries. From 2008 – 2018, the industries projected to increase the most based on total net change include Elementary & Secondary Schools (16,280), General Medical & Surgical Hospitals (11,060), Individual & Family Services (10,240), Local Government (8,970), and Offices of Physicians (8,440).

Short-Term Industry Projections, 2008–2010	Net Change	Long-Term Industry Projections, 2008–2018	Net Change
Educational Services	5,290	Elementary & Secondary Schools	16,280
Ambulatory Health Care Services	3,000	General Medical & Surgical Hospitals	11,060
Local Government, Exc. Education & Hospitals	2,420	Individual & Family Services	10,240
Hospitals	2,310	Local Government, exc. Educ. & Hospitals	8,970
Social Assistance	2,250	Offices of Physicians	8,440
Nursing & Residential Care Facilities	2,220	Home Health Care Services	6,220
Food Services & Drinking Places	1,350	Colleges, Universities, & Prof. Schools	5,870
Electronic Markets & Agents & Brokers	1,000	Other General Merchandise Stores	5,770
Religious, Grantmaking, Civic, Similar Orgs.	680	Religious Organizations	4,760
Health & Personal Care Stores	480	Child Day Care Services	4,470
General Merchandise Stores	350	Services to Buildings & Dwellings	4,460
Warehousing & Storage	250	Full-Service Restaurants	4,260
Telecommunications	250	Business Support Services	3,720
Federal Government, Excluding Post Office	250	Agencies, Brokerages, & Other Activities	3,410
Couriers & Messengers	230	Offices of Other Health Practitioners	3,120
Utilities	190	Health & Personal Care Stores	2,960
Museums, Historical Sites, & Similar Institution	150	Nursing Care Facilities	2,820
Private Households	140	Outpatient Care Centers	2,810
ISPs, Web Search Portals, & Data Processing	110	Scientific Research & Development Services	2,600
Water Transportation	90	Management, Sci., & Tech. Consulting	2,280

2. Industries that have a significant impact on the overall economy

The measure to gauge the current makeup of Missouri's economy and quantify industries that have a significant impact on the overall economy presently is Gross Domestic Product (GDP). The GDP consists of the monetary value of all the goods and services produced by an economy over a specified period. It includes consumption, government purchases, investments, and exports minus imports. This measure is tracked by sector. In Missouri, the Manufacturing sector made up 13.5 percent of Missouri's output in 2008 followed by Government (12.4 percent) and Real Estate, Rental and Leasing (9.6 percent) sectors. Over the past ten years, 1998 to 2008, Missouri's GDP increased by 45 percent. Agriculture has been one of the sectors to help account for this growth. Other sectors which have seen significant growth include Mining (118 percent), Administrative & Waste Services (93 percent), and Educational Services (89 percent).

3. Industries that impact the growth of other industries

Industries that impact the overall economy in Missouri influence the growth of jobs in other sectors as well. To determine which industries have the most economic impact in a regional or state economy, the job multiplier is used. This captures the direct and indirect effect of an industry on other industries in a region or statewide level.

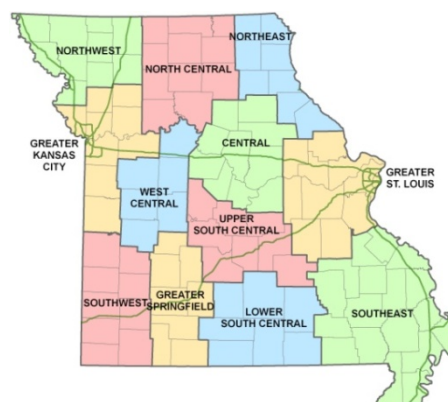
MERIC recently completed a 12-region study of Missouri pattern industries. These industries are concentrated in an area and are largely exporters of goods or services. The export-orientation is critical when looking at what industries grow other jobs. Export-oriented firms sell products to customers outside the region, state, and sometimes the U.S., thereby bringing new dollars to an economy that creates new jobs.

The analysis of regional pattern industries uncovered the market niches of economies throughout the state. Many of these patterns are natural outgrowths of Missouri's historic strengths in agriculture. St. Louis is a bioscience hotspot and Kansas City part of an animal health corridor because of historic production and

research focused on food products. Missouri's diversified manufacturing base, while recently eroded with the recession and auto industry restructuring, still represents a large, exporting sector.

The summary on the next page lists some of the biggest pattern industries (over 10,000 employees) in Missouri. While not a complete lists, these industries have some of the highest job multipliers and henceforth impact the growth of other industries to a greater degree. Many of these industries are currently going through technology and structural changes, which can be seen in job declines throughout the recession. Surviving companies and pattern concentrations will be important seeds of future, high impact job growth either in the production sectors or the knowledge-based professional services that rely heavily on the historic scientific and technology skills developed in the state.

Recent success stories with the growth of biotech companies, building off of agriculture or medical research, to new energy companies demonstrates sectors that may emerge to create new jobs for the future. In addition, the fast growth of emerging economies and the global middle-class present increased opportunities to provide value-added food products and basic electrical infrastructure to countries around the globe.



Large Pattern Industries Summary

Pattern Industry	Sector, Regions, and Sub Specialties	Statewide Employment *	Job Multiplier **
Statewide Patterns	Agribusiness		
	Food Manufacturing	8 Regions	40,779 4.0
	Metal and Machinery Manufacturing		
	Fabricated Metal Mfg.	3 Regions (Structural Products, Fabricated Wire, and Ammunition)	28,377 2.2
	Machinery Manufacturing	6 Regions (HVAC and Metalworking Machinery)	25,191 2.5
	Energy		
	Electrical Equipment Mfg.	6 Regions (Electric Transformers, Motors, Batteries)	10,686 2.3
Sub-State Patterns	Transportation Equipment Manufacturing		
	Transportation Equip. Mfg.	St. Louis (Defense Aerospace), Kansas City (Vehicle and Motorcycle), and Upper South Central (Boats)	34,246 3.7
	Information		
	Publishing	Kansas City (Greeting Cards) and North Central (Books)	16,564 2.8
	Telecommunications	Kansas City and St. Louis	23,555 3.7
	Data Processing	Kansas City and St. Louis	10,764 2.7
	Chemical Manufacturing		
	Chemical Manufacturing	St. Louis (Agribusiness, Pharmaceuticals, Cleaning), Northwest (Agribusiness, Animal Pharm.), and Northeast (Agribusiness)	17,251 5.6

* MERIC. Missouri Quarterly Census of Employment and Wages (QCEW), 2009 Qtr. 3.

** Multipliers for general reference and subject to change based on industry details and location.

4. Industries that are being transformed by technology and innovation that require new skill sets for workers

MERIC conducted various Competency Model studies for the state's in-demand industries including Information Technology, Transportation/Logistics, Energy, and Life Sciences. These reports provide an industry-driven framework to prepare workers with the latest skills in high growth sectors of the economy. Using feedback from employer surveys, focus groups and both quantitative and qualitative analysis these reports identified gaps in functional, academic, industry and occupational competencies. It was revealed that in some of the rapidly changing industries the accurate knowledge of the current and future skill requirement can enable timely direction of resources, development and revision of industry-relevant curriculum and efficient development of career and information and job profiles.

5. Industries that are new and emerging and expected to grow.

The Manufacturing sector contributes the largest share to Missouri's GDP. For some time, this sector has had the most significant impact of any sector in the Missouri economy when considering the multiplier effect of job impacts. This is the most recent year the Information sector surpassed Manufacturing as

having the greatest multiplier effect. According to 2010 IMPLAN economic impact figures, every one direct job in the Information sector creates two additional indirect jobs in the Missouri economy (job multiplier of 3). Industries within the sector of Information which have high multiplier effects include Broadcasting (4.4), Internet Publishing & Broadcasting (3.8), Telecommunications (3.7), Other Information Services (3.5), and Publishing Industries (2.8).

Another sector of the Missouri economy that is expected to grow is actually a collection of many industries, some of which are new and some which are using new technology and practices to adapt to market forces and/or public policy. The Green Economy in Missouri boasts 131,103 Green jobs, according to the Missouri Green Jobs Report. These include primary and supporting jobs in six sectors: energy, manufacturing, building, farming, salvage/remediation, and administration. Jobs in these six Green sectors are growing nationally at a faster rate (9.1 percent) than total jobs (3.7 percent) over the period of 1998 to 2007, according to a recent Pew study. With the voter-approved mandate requiring Missouri's investor-owned utilities to get 15 percent of their electricity from clean energy sources, such as wind, solar, and biomass by 2021, this sector of the state's economy is also expected to grow.

D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (s112(b)(8))

The Missouri Workforce Investment Board's membership includes 16 business representatives from small and large private-sector businesses, three education representatives from community and technical colleges and the three directors of the Departments of Economic Development, Elementary and Secondary Education, and Higher Education. This diversity supports MoWIB's promotion of strategic partnerships between business, economic development, workforce and education entities. The MoWIB Strategic Plan provides the membership with a framework to address accessibility issues and alignment challenges encountered by businesses, workforce partners and stakeholders.

In addition, the logistical design of administering workforce programs is already conducive for such partnerships. As a part of the Department of Economic Development, the Division maintains a strong connection that provides a natural collaboration between economic development and workforce development on a statewide basis. In fact, the federally-funded public workforce programs are housed together with the state's economic development industry training programs, which are operated by the community colleges.

The new **Missouri Connections** will be a comprehensive and exciting new technology that will realize sustainable strategic partnerships at the customer service and staff level between workforce development and education. This is a Career Information System permitting individuals to create their own accounts and to develop background material. That background material may include: basic interests and ability assessments, developing a résumé and creating a portfolio of material that can be a managed job search account. The system will permit users to move from the elementary school services, focused on careers and higher education resources (community colleges and universities), to Missouri Connections for adults, with a system focused on job search and skill upgrading. Missouri Connections will provide the very first statewide technology based service continuum that could conceivably encompass most of a customer's work life. The system's back office features also permit accountability reporting, performance management and a variety of analytical information to identify workforce challenges and solutions.

Finally, state and locals work together in a coordinated fashion to promote business services. The local workforce investment regions have Business Services Teams. Through the Next Generation Career Center concept, these teams include business marketing personnel from the public workforce system that meet regularly and coordinate business outreach. They include DWD Business Representatives who work in conjunction with business services staffs from the WIBs and service providers. The teams meet regularly to

collaborate and coordinate business outreach and services. In addition, DWD Business Representatives are the point of contact in the field for the Missouri Department of Economic Development. They are at the table for state incentive projects representing workforce services. They also work closely with industry specialists at the community colleges that provide workforce and industry training, as well as local economic developers to forge those partnerships regionally.

E. *What state strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (ss112(b)(17)(A)(i) and 112(b)(4)(A))*

At the Division, there is an emphasis to coordinate system resources to maximize the impact. Several strategies have been implemented and initiatives are underway that specifically train individuals for future jobs in the state. As described in Sections I.D. and II, the cited Accelerated Training Program, Training for Tomorrow initiative and industry training programs are noteworthy examples of Missouri's commitment to train individuals in high growth/high demand industries. In addition, the Work Ready Missouri (see Section I.B.) is an innovative program to provide occupational training to UI Recipients. In addition to being mentioned in Section V.B., Missouri is emphasizing the On-the-Job Training Program as a viable re-employment tool.

One of the key areas of opportunity for additional collaboration is the energy industry. In 2008, the **Missouri Energy Workforce Consortium (MEWC)** was established. A collaborative effort of electric and gas utilities, energy associations, utility contractors, labor, education institutions, and state government, MEWC's mission is to engage the respective partners to ensure the workforce needs of the energy industry are met in a strategic way. The MEWC is in the process of reviewing the training and educational opportunities that are in place and identifying where the gaps are, to consult with the education and government partners to address these gaps.

Out of this partnership, the Division was granted a **State Energy Sector Partnership (SESP)** Grant from USDOL. The purpose of the grant is to build on the skill gap areas for the green and energy fields and implement innovative training initiatives to help prepare workers for these fields. The SESP is a partnership between the Missouri Division of Workforce Development, the Missouri Workforce Investment Board, the University of Missouri, various community colleges and technical schools, and labor.

The state is also involved as a partner in an **Energy Training Partnership (ETP)** grant that targets dislocated workers from the Chrysler and GM closings/downsizing in the St. Louis area. Led by the United Auto Workers (UAW), the grant establishes a "green portal" to properly assess dislocated UAW workers, as well as other clientele, and place them into the most appropriate career pathway leading to a green related occupation. The ETP is a partnership between the UAW, St. Louis Community College, and St. Charles Community College.

The WIA 25 percent funds are set aside to assist local WIBs with responding to demands for training. Local WIBs access these funds to support training that is consistent with their approved plan and to ensure participants are trained in high growth/high demand industry skills. These funds are used to support training and are based on informed decisions using LMI and other workforce intelligence that ensures these funds are being used to meet high growth/high demand industry talent needs.

See also Section V.C for the state's targeted industries and occupations that are high growth/high demand.

F. *What workforce strategies does the state have to support the creation, sustainability and growth of small businesses and support for the workforce needs of small businesses as part of the state's economic strategy? (ss112(b)(4)(A) and 112(b)(17)(A)(i.))*

The DWD Business Representatives are the marketing arm for the public workforce system in Missouri. There is one business representative per workforce region, and together with business representatives

assigned from local workforce investment boards, they comprise regional Business Service Teams. The DWD Business Representatives and regional Business Services Teams coordinate all marketing of the workforce system to area businesses. While the business representatives work with companies of all sizes, their services are especially valued by small businesses. Small businesses do not have human resource departments or resources like most large companies. The Business Representatives provide one-on-one, customized service to businesses for workforce and hiring needs which are invaluable, especially for smaller business.

Although there is no longer an active statewide Missouri Employer Committee (MEC), there are still several active local MECs. Again, while companies of all shapes and sizes participate in local MECs, it is the smaller businesses that especially enjoy the benefits. Through local MEC activities, businesses access workshops, information and resources on a variety of topics ranging from unemployment insurance to training assistance needs. The MEC employers also have the means to network and leverage resources amongst each other.

The state also supports small business through its implementation of state-funded industry training programs. This is particularly true in the formation of industry training consortiums. The consortiums are comprised of various companies in geographical proximity that share training needs. These consortia, which are operated by local educational agencies, are usually anchored by one or two large employers, but have many other small businesses participating. They share in the training costs, thus reducing overall costs associated with training their workers and keeping small businesses competitive.

The Work Ready Missouri Program will also be an opportunity to assist with workforce needs for small businesses. Work Ready Missouri is a pilot project aimed at providing short term, on-site occupational training to individuals receiving Unemployment Insurance (UI) benefits. This program provides a new way for the unemployed to gain new occupational skills and maintain a connection to the workforce. It would also provide an opportunity for small business to train individuals and evaluate their potential prior to hiring.

G. How are the funds reserved for statewide activities used to incent the entities that make up the state's workforce system at the state and local levels to achieve the Governor's vision and address the national strategic direction (identified in Part I of the State Planning Guidance)? (s112(a))

Funds reserved for statewide activities are used to incent entities that make up the state's workforce system and are designed to achieve the Governor's vision, as outlined in Sections I and II. Inter-departmental cooperation is encouraged and is being achieved through such initiatives as Show Me Heroes, the State Parks Youth Corps, and green training. It is planned that statewide activity funds will also be used to assist with implementation of Missouri's Next Generation Career Center model (see Section I.C.) and to provide incentive funds for those achieving integration benchmarks in this model.

Accelerated Training Programs (see Section I.D.) will assist the large number of dislocated workers with the many challenges they are facing, through partnership between the Division and the state's community colleges to provide short-term training to get them the skills they need to find employment.

As described in Section IX.3.d.i., Missouri has set-aside some of its Recovery Act WIA 25 percent funds specifically for a statewide "OJT pool" for laid-off workers. These are funds local workforce investment boards can access to supplement their formula funds.

Statewide activity funds are being used to implement the Work Ready Missouri Program, a pilot project aimed at providing short term, on-site occupational training to 1,000 individuals receiving Unemployment Insurance (UI) benefits. This program provides a new way for the unemployed to gain new occupational skills and maintain a connection to the workforce.

H. Describe the state's strategies to promote collaboration between the workforce system, education, human services, juvenile justice and other systems to better serve youth that are most in need and have

significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (s112(b)(18)(A))

See Section III.C.4.

I. *Describe the state's strategies to identify state laws, regulations, and policies that impede successful achievement of workforce development goals and strategies to change or modify them. (s112(b)(2))*

The Department of Economic Development and Division of Workforce Development both proactively engage legislators where appropriate to ensure that the state's workforce development goals are free from inadvertent legal impediment. The Department and Division make every attempt to appropriately engage and educate legislators to promote executive and legislative accord with respect to workforce policy.

J. *Describe how the state will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex state pursuant to section 189(i) and section 192.*

The state is appreciative of the flexibility provisions in WIA that have allowed Missouri's public workforce system to request and be approved for the following waivers: Common Measures; Youth ITAs; OJT reimbursement; and, the Adult/Dislocated Worker transfer waiver. An extension of these four waivers has been requested through Program Year 2010. A new waiver for the 2010 Summer Youth Program, involving WIA youth formula funds, TANF, and local WIA youth formula funds, is being requested through this state plan (see Attachment 3). DWD staffers periodically review the USDOL's website for any new waivers the state may be interested in pursuing. The state is not requesting to be a workflex state.

VI. MAJOR STATE POLICIES & REQUIREMENTS

Describe major state policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this plan as outlined below. (s112(b)(2))

A. *What state policies and systems are in place or planned to support common data collection and reporting processes, information management, integrated service delivery and performance management? (ss111(d)(2) and 112(b)(8)(B))*

Missouri's policy direction is focused on data integrity and service integration. The Toolbox 2.0 case tracking system is designed to be customer focused. It builds customer data using a jobseeker public portal (MissouriCareerSource.com), allowing easy transition to staff-assisted services without requiring redundant data gathering.

Additional reporting functionality has been developed that will be enhanced and supported by JOBSTAT, leading to continued integration of programs and continuous improvement. The JOBSTAT concept was implemented several years ago to identify State and Local individuals who concentrate on continuous data evaluation, to identify areas where improvement is needed and possible. This focus assists the State and local WIBs in making changes to delivery mechanisms more quickly, contributing to both effectiveness and efficiency of the workforce system. The JOBSTAT state team will analyze data, identify issues, and recommend policy changes. Additionally, the state JOBSTAT team will support local JOBSTAT teams that will continually analyze data to discover data improvement and integration opportunities at the local level.

The Toolbox 2.0 system relies heavily on customer needs and minimizes focus on program need, reduces program competition, leading to more integration of service delivery. As data is entered locally, results and reports will be available statewide, by area, by Career Center and by sub-contractor. This consistency of statewide data leads to stronger integrity and better ability to share "best practices" and focus on strengths within the delivery system.

When NGCC is implemented in July, statewide performance metrics will have been finalized and disseminated to all Career Center staffs. The local WIBs understand that they will continue to track and analyze their region's common measures data on a continual basis, but soon will be measured on their performance of how successful they are in implementing NGCC. Training is ongoing at this time in working with the regions to define local center-based and team-based metrics to get an indication of how their individual NGCC Missouri Career Centers are performing. Local regions are also considering how individual metrics can be developed to help boost morale and help the transition into the new integrated service delivery. Missouri's NGCC Incentive and Sanctions Policy will be addressing the NGCC implementation though the innovation piece of this policy.

B. *What state policies are in place that promote efficient use of administrative resources, such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or requiring a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? The state may include administrative cost controls, plans, reductions and targets for reductions, if it has established them. (ss111(d)(2) and 112(b)(8)(A))*

Rather than imposing state policies to promote efficient use of administration, the Division established the framework to assist the local workforce investment boards, the chief elected officials, and their administrative staffs to join the state in a new program design model (Next Generation Career Center -- NGCC). The NGCC model was designed to improve customer service while reducing the cost of administration and other costs not directly related to participant services and training so that more funds are utilized for training and direct client service costs. The Division encouraged each region to re-examine their service delivery model with the idea of moving more staff into full-service career center sites and adopting a team approach to delivering services. While not every region took exactly the same approach to implementation of this concept, all the regions increased the percentage of the WIA-funded staffs that are located in Career Centers and are adopting at least the minimum elements of the NGCC model. The Division worked individually with representatives of each region and negotiated cost sharing agreements for each NGCC location that will reduce the overall cost by eliminating the duplication of processes in operation of the career centers. The Division required regions that wanted to opt out of the NGCC model to justify their decision in terms of efficiency and cost savings which ultimately lead to full participation in the model program. In addition, the Division included participation in NGCC as part of the incentive award criteria which provided additional motivation to the Regions to participate in the NGCC model. The model provides for a jointly funded leader for all staff in the career center which will allow for elimination of the duplication of management in the WIB run and state run programs. In addition, the state has encouraged local career centers to share costs on support items, like copiers, supplies, etc., for more cost savings.

The NGCC Framework and Alignment Team (FAT), is tasked with working with the state facilities management staff to maximize space utilization and service delivery throughout the state.

C. *What state policies are in place to promote universal access and consistency of service statewide? (s112(b)(2))*

The Next Generation Career Center integrated service delivery system requires automatic enrollment of any customers (18 and older) in the WIA Adult program. This coupled with a standardized minimum menu of services should result in universal access and consistency of service statewide.

D. *What policies support a demand-driven approach, as described in Part I? "Demand-Driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local board and One-Stop Career Center staff? (ss112(b)(4) and 112(b)(17)(A)(iv))*

MERIC is collaborating with the Employment and Training Administration (ETA), U.S. Dept. of Labor for the Labor Market Information and Workforce Information (LMI/WI) e-Learning Improvement Initiative to

review, present, and modify webinars based on client feedback. The webinars were developed to illustrate how workforce developers can use (LMI/WI) for better decision-making in daily activities. MERIC will work with DWD to evaluate and develop improvements to the e-Learning webinar series including: (a) initial review, analysis, and refinement of existing eLearning modules for front-line staff and business and workforce planners, (b) presentation and feedback sessions with target clients, and (c) refinement and presentation of modules with a final report summarizing feedback, best practices, and suggested enhancements.

MERIC has also made it a priority to partner and consult on a continuing basis with the local workforce investment boards to identify and provide needed workforce intelligence for strategic planning and for responding to rapidly changing economic conditions and locally driven initiatives. To provide more comprehensive and demand-driven technical support to local boards and Career Centers, MERIC has a comprehensive outreach effort and assigned a dedicated staff member to each of Missouri's 14 local boards. Each of the nine WIA liaisons are responsible for: (a) acting as the primary contact person and MERIC liaison to their assigned boards; (b) providing technical assistance as requested by boards and Career Centers; (c) establishing and maintaining effective working relationships with key members of their boards and Career Center staffs; and (d) gauging customer satisfaction and feedback.

Regional Business Services Teams support a demand-driven system through the continued development of business outreach strategies. Local Business Services Teams meet regularly to update team purposes, goals and procedures to ensure seamless service delivery, avoid duplication of services and ensure they stay on top of the ever changing regional business climate and current employer workforce needs.

Local Missouri Employer Committees (MEC) serve as a mechanism for direct and immediate feedback from business customers. MECs bring together employers to share and address workforce challenges and issues, providing valuable information to DWD on the workforce needs of the local region. In addition, MECs host seminars that feature subject-matter experts presenting on a variety of human-resource-related topics such as recruitment, training, workers compensation and labor laws.

E. What policies are in place to ensure that the resources available through the federal and/or state apprenticeship programs and the Job Corps are fully integrated with the state's One-Stop delivery system? (s112(b)(17)(A)(iv))

All Missouri Career Center staffers are knowledgeable of the Job Corps program and referral systems are in place at all Career Centers. Individuals who have been recruited to the Job Corps program by one of the three Missouri Job Corps Centers, or the staff of Dynamic Educational Systems, Inc., and have completed their training can receive job-placement services at the local Missouri Career Center. They can consult with the specialist on the labor market in the area and for possible job leads in their chosen trade.

The Solicitation for Grant Application for the State Energy Sector Partnership (SESP) and Energy Training Partnership (ETP) grants required partnerships with labor unions and registered apprenticeship programs. The State Energy Sector Partnership grant project will coordinate with the Missouri Department of Natural Resources to contribute to the state's energy policies and long-term energy plan. The SESP Project will be driven through the Missouri Energy Workforce Consortium – a statewide organization for utility companies, associations and contractors; as well as organized labor, education, and government.

Integration of the state's workforce system is a key part of the design of both the SESP and ETP grant projects. Both projects will recruit future workers through the One-Stop system, and will train unemployed, dislocated, and incumbent workers in various occupations (technicians, engineers, installers, designers, etc) in renewable energy and energy efficiency for industries that include construction, manufacturing, and other targeted industry sectors.

Within the SESP grant project, the three International Heat & Frost Union Locals in Missouri will train several hundred registered apprentices and journey-level workers to perform an energy assessment of heating and cooling equipment in industrial and commercial facilities.

Resources at the Office of Apprenticeship, www.doleta.gov/OA/ features valuable information, including a report on “The Greening of Registered Apprenticeship” and listings of Registered Apprenticeships by State and County: <http://oa.doleta.gov/bat.cfm>.

VII. INTEGRATION OF ONE-STOP SERVICE DELIVERY

Describe the actions the state has taken to ensure an integrated One-Stop service delivery system statewide. (s112(b)(14) and 121)

A. What state policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers, such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (s112(b)(14))

DWD Issuance 25-2009 defines the Minimum Standards for compliance with Missouri’s Next Generation Career Center (NGCC) model which were developed to ensure the quality and consistency of service delivery throughout Missouri’s NGCC Career Centers. This issuance is an implementation guide, prescribing an outline of minimum standards that will be enforced through training and the state’s quality assurance unit.

The state has issued other guidance, such as the functional manager duties within the NGCC model, along with the system framework as the basis for implementing NGCC. A key component of NGCC process is training on these new policies and procedures to raise the competencies of Career Center staffs. This is being accomplished through both in-person training and webinars.

B. What policies or guidance has the state issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (s112(b)(14))

The Next Generation Career Center initiative has generated several policies containing guidance to support maximum integration of service delivery in the workforce system, and will continue issuing policy guidance throughout the coming program year. The policies include: Strategic Framework for Missouri’s Next Generation Career Centers (NGCC) Policy Issuance (05-2009); Workforce Investment Act Follow-Up Services (10-2009); Rescinded Policy Issuances (17-2009); Functional Leadership for Missouri’s Next Generation Career Centers (18-2009); NGCC Automatic Enrollment Policy (19-2009); Dual Enrollment Policy for the Dislocated Worker Program (21-2009); NGCC Business Card Policy (24-2009); and Minimum Standards for Missouri’s Next Generation Career Center (25-2009). These issuances are currently located in the DWD Issuances Library on the *WorkSmart Missouri* website: <https://worksmart.ded.mo.gov/index.cfm?frpath=policies/view.cfm?MenuID=5218>

In addition to issuing policy guidance to support true integration of service delivery, the Division has offered support through professional development, access to communication with the NGCC Central Office Teams through webinars, and the NGCC blogs and Resource Library located on *WorkSmart Missouri*, as well as NGCC onsite training in the local regions.

The Lifelong Learning Accounts (LiLAs) initiative will offer workers with employer-matched individual savings accounts to finance lifelong learning that will pay for job skills training that supports individual career goals and meets demands of businesses while creating a more skilled workforce overall. (See Section IX.C.3.a. for more information regarding LiLAs.)

C. *What actions has the state taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration?(s112(b)(14))*

The State, in conjunction with each local WIB, has identified costs which will be shared to reduce duplication of office supplies and/or equipment. Creating a cost sharing agreement with each local WIB will ensure both parties are accountable for their equitable share of costs.

D. *How does the state use the funds reserved for statewide activities pursuant to (ss129(b)(2)(B) and 134(a)(2)(B)(v)) to assist in the establishment and operation of One-Stop delivery systems? (s112(b)(14))*

Statewide funds are used to assist with the establishment and operation of one-stop delivery systems by supporting the designing of Career Center facilities to allow for better implementation of the NGCC model. In addition, funds are used to provide certain products and services for job seekers and businesses. It is planned that a core number of job seeker and business related on-line products and services be made available as appropriate to ensure that customers have the necessary tools and information to achieve employment goals. It is expected that these Career Center tools will be updated as needed to ensure Missouri's workforce system remains current with business demands, industry skill needs and job seeker requests for training and job preparedness tools.

E. *How does the state ensure the full array of services and staff in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (s112(b)(14))*

DWD and the local workforce investment boards are collaborating to implement Missouri's Next Generation Career Centers to create a better workforce system that moves beyond co-location and partnering to a true integrated services delivery system. Next Generation Career Centers will value skills and jobs, providing the connection for both job seekers and businesses.

The Next Generation Career Center model develops, improves and promotes a wide array of skill development opportunities. A robust menu of services (product box) will be easily accessible to all customers and supported by all career center staff. In addition, workforce and education partnerships will create career pathways for job seekers, based on the demands of business.

Local Business Services Teams work closely with local economic developers, business groups and individual businesses, ensuring they understand the regional business climate and current workforce needs of employers, providing this information to the career centers on a continual basis. The career center menu of services is developed and continuously improved and updated based on the needs of employers, ensuring job seekers receive the skills sets necessary for employment success.

VIII. ADMINISTRATION & OVERSIGHT OF LOCAL WORKFORCE INVESTMENT SYSTEM

A. Local Area Designations

1. *Identify the state's designated local workforce investment areas and the date of the most recent area designation, including whether the state is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous state plan. (s112(b)(5))*

The State designated the current 14 local workforce investment regions in 1999 as required under the Workforce Investment Act. A map of the designated local workforce investment areas is included as Attachment 4 to this plan. The state does not anticipate any local area re-designations.

2. *Include a description of the process used to designate such areas. Describe how the state considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in 116(a)(1) in establishing area boundaries, to assure coordinated*

planning. Describe the state board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (ss112(b)(5) and 116(a)(1))

The local workforce investment regions were designated via a process that involved University-based research, analysis, careful deliberation and extensive public comment opportunities by state board members, partner agencies staffs, local workforce investment boards members and local elected officials. This research for these final designations included numerous meetings and conference calls over a 14-month period by state and local staff and consultants.

3. Describe the appeals process used by the state to hear appeals of local area designations referred to in ss112(b)(5) and 116(a)(5).

In accordance with Section 116(a)(5) of WIA and 20 CFR 661.280, a unit of local government (or combination of units) which has requested and been denied designation as a workforce investment area under WIA may appeal the denial to the state board. Such appeals shall be in writing and signed by the chief elected official (or a majority of the chief elected officials, if the workforce investment area is a combination of units of local government). Such appeals must be received by DWD, on behalf of the state board, within 30 days of the designation of workforce investment areas by the Governor. For initial designation, appeals must be received within 30 days of submittal of the state plan. DWD will present appeals received to the state board, who will consider the appeal within 90 days of receipt.

The state board may request that the Governor reconsider the designation if: (a) the local area meets the automatic or temporary and subsequent designation requirements, (b) the appeal request demonstrates that the residents of the unit of local government will be denied One-Stop workforce investment services, or (c) the unit of local government was not accorded procedural rights under the workforce investment area petition process. The appeals should be mailed or hand delivered to:

Director
Division of Workforce Development
421 East Dunklin Street
P.O. Box 1087
Jefferson City, Missouri 65102-1087

B. Local Workforce Investment Boards

1. Identify the criteria the state has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (ss112(b)(6) and 117(b))

The State of Missouri expands on WIA's local board membership requirements, with particular interest on the selection of business members, by encouraging chief elected officials to:

- Review and update the written agreement between the various chief elected officials in the local region to ensure that it reflects the interests of current officials;
- Select the best-of-the-best business representatives who will provide energetic, forward-thinking approaches to workforce development;
- Actively participate in the development of the board's by-laws (including board procedures, membership terms, officer terms, etc.); and
- Provide direct leadership to the board to ensure that the board is driving the local workforce development system to meet the needs of both businesses and economic development.

C. How will your state build the capacity of local boards to develop and manage high performing local workforce investment systems? (ss111(d)(2) and 112(b)(14))

To increase the capacity of the local boards, the state met with County Commissioners at their annual training workshop to educate new commissioners, and to follow-up with experienced commissioners regarding their responsibilities under WIA. This workshop also included the importance of selecting the most effective business members in their regions to become members of their boards to ensure that the policies of the workforce development system respond to the changing needs of businesses. As a follow-up to this workshop, an article was published in the County Commissioners quarterly newsletter emphasizing the discussion points made at the workshop. The state plans to conduct similar workshops at the regional level to provide even more in-depth discussions regarding their specific workforce investment board needs.

D. Local Planning Process

Describe the state-mandated requirements for local workforce areas' strategic planning. What assistance does the state provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13)) including:

1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?

The State of Missouri requires the local regions to develop plans that meet the state's current planning guidance. This planning guidance is based on WIA local planning requirements, as well as similar requirements used in the development of this plan. Included in the local planning guidance is the requirement to provide their most current local performance agreements. When the local plans are submitted to the state, DWD, along with other state partner agency staff participate on the Local Plan Review Team to ensure that these plans meet state's planning criteria. When local plan modifications are submitted, the state Local Plan Review Team participates in the review and makes final recommendations to either approve the plan or request additional documentation to meet the state's planning requirements.

2. How does the local plan approval process ensure that local plans are consistent with state performance goals and state strategic direction?

The state's Local Plan Review Team ensures that local plans are consistent with the state plan (i.e. performance goals and strategic direction) through their use of the DWD *Local Planning Guidance Issuance* as a review instrument. This guidance is kept consistent with the state plan. It is also updated when DOL releases its planning Training & Employment Guidance Letters.

E. Regional Planning (ss112(b)(2) and 116(c))

1. Describe any intra-state or inter-state regions and their corresponding performance measures.

Currently, there are two regional planning projects in the state, one in the metro-St. Louis area and the other is in Southwest area of the state.

The St. Louis City, St. Louis County, Jefferson/Franklin Counties, and St. Charles County Regions have joined in a multi-regional project facilitated by the Regional Chamber and Growth Association (RCGA) to increase high-tech skills attainment through regional planning and collaboration

The Southwest WIB in Missouri has joined the Southeast WIB (Kansas), the Northeast WIB (Oklahoma), and the Northwest WIB (Arkansas) in a multi-state regional project. This project's five-year (2010 -2015) performance targets are:

1. Create at least 4,000 primary new jobs with a multiplier effect of at least 6,596 total jobs, paying a sustainable wage rate;

2. Generate direct payroll totaling \$274,024,480 annually from new or expanding businesses in targeted sectors;
3. Increase new capital investments by \$300,000,00;
4. Increase business output by \$916,191,107 annually;
5. Encourage 50 new business startups with innovative or tech-related concepts;
6. Increase high school graduation rates to 87 percent (reduce present drop-out rate by 50 percent);
7. Conduct 100 annual visits with support and grow existing businesses;
8. Support 50 existing businesses per year with state and/or federal assistance; and
9. Conduct 4 to 6 annual business prospective missions and trade events.

2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.

Through the RCGA, the St. Louis area project will share information gained with all the WIBs in the region, including two WIBs in Illinois (Mid-America and Madison-Bond), who are also applying for a similar grant project, to avoid duplication and to outreach with them.

The Southwest WIB's regional project has had the following successes so far:

- Recruitment of 150 high-paying production jobs in alternative energy
- National case studies with DOL/O*NET on the Southwest WIB's design of re-employment inverse staffing patterns to demonstrate labor market capacity for business recruitment
- Partnership design and deployment for the Joplin Regional Prosperity Initiative to raise \$3.73 million in private, local funds
 - Seed funding for projects to attain the nine prosperity metrics listed above

Key Categories for Strategic Priority (with related activities and correlation to performance metrics) for the Southwest WIB's regional project:

- Economic Gardening to Harvest Success
 - Tied to the nine metrics above
 - Expanding existing economic development resources to fill gaps and leverage assets to attain the nine metrics
- Competitive Transportation Networks
 - I-49, US 69, and other key infrastructure projects
 - Business development impacts
 - Increase accessibility for commuting workforce
 - Increase accessibility for training opportunities
- Transformational Broadband Infrastructure
 - Business metrics tied to competitiveness of region for new investment
 - Telecommuting for workforce

- Increase accessibility to training resources online for job seekers
- Greening for Opportunities
 - Green occupations and functions across all industry sectors
- Connecting for Prosperity
 - Design and deploy a Regional Training and Development Center
 - Virtual training studio and training simulators for partnerships among business sector and educators
 - Central R&D clearinghouse for regional prosperity initiatives, market trends, etc.
 - Collaboration Lab for continued regional planning among stakeholders
 - Pursue joint operating agreements for Southwest WIB and Southeast (Kansas) WIB to share staffing resources

3. For inter-state regions (if applicable) describe the roles of the respective governors and state and local boards.

As stated previously, RCGA will share planning information between the local WIBs in the St. Louis area, including the two in Illinois. In addition, RCGA will also share information with the East-West Gateway Council of Governments, which is the interstate planning organization for transportation issues and access to work, since they also serve both the Illinois and Missouri portions of the St. Louis area.

The role of the local WIBs in the Southwest WIB's regional project are to:

- Convene economic development, education, and business sector stakeholders
- Conduct research, organizational, and technical assistance for stakeholders and projects

F. Allocation Formulas (112(b)(12))

1. If applicable, describe the methods and factors (including weights assigned to each factor) your state will use to distribute funds to local areas for the 30 percent discretionary formula adult employment and training funds and youth funds pursuant to ss128(b)(3)(B) and 133(b)(3)(B).

Not applicable.

2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the state and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.

The Workforce Investment Act (WIA) funds allotted for services to Youth, Adult, and Dislocated Workers are allocated in accordance with the provisions contained in WIA Section 128(b) and 133(b) and Section 667.130 of the WIA Rules and Regulations. Significant shifts in funding are offset for Adult and Youth by incorporating the hold harmless provision (minimum percentage).

3. Describe the state's allocation formula for dislocated worker funds under s133(b)(2)(B).

The formula prescribed by the Governor for allocating 60 percent of the WIA Dislocated Worker funds is based on six factors that address the state's worker readjustment assistance needs. They are equally weighted factors, each using 16.667 percent of the formula funding. Listed below are the factors required in WIA, along with the actual data used.

- Insured unemployment data based on the number of people unemployed in each workforce investment area based on unemployment insurance records.
- Unemployment concentrations based on the number of people unemployed in each area of substantial unemployment.
- Plant closings and mass layoff data, based on prior year Mass Layoff Events Initial Claims data.
- Declining industries data, based on employment change (number of jobs) calculated over the most recent four years for each local area. A relative impact was calculated using the number of jobs lost as a percentage of total employment. Shares of the state total were calculated using the relative impact figures.
- Farmer-Rancher Economic Hardship data, based on employment change (number of jobs) calculated over the most recent four years for each local area. A relative impact was calculated using the number of jobs lost as a percentage of total employment. Shares of the state total were calculated using the relative impact figures.
- Long-term unemployment data based on prior year long-term unemployed (number of people unemployed 15 of the last 36 weeks).

4. Describe how the individuals and entities on the state board were involved in the development of the methods and factors, and how the state consulted with chief elected officials in local areas throughout the state in determining such distribution.

At the onset of the state board's discussions regarding the designation of local areas, a major concern about fiscal viability became apparent. While significant impact on local funding is an issue, the impact of those changes would be compounded using the 70 percent/30 percent option. The need for using consistent allocation formulas continues to be the state's position and using the formula factors as prescribed seems appropriate. Current WIA formulas allow the state to distribute funds on an even playing field. These formulas also allow for program design and partner involvement to be built in response to the needs of the local labor markets.

G. Provider Selection Policies (*ss112(b)(17)(A)(iii), 122, and 134(d)(2)(F)*)

1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.

The Department of Elementary and Secondary Education (DESE) is designated to assist with determining WIA eligibility of training providers. DESE has established a procedure for declaring training provider initial and subsequent eligibility. DESE maintains the list of approved training providers for use at One-Stops, coordinates all provider applications, ensures training providers are approved to provide training in Missouri, collects and verifies training provider performance and cost information, develops and implements the training provider consumer report guide, and processes individual training accounts.

Training providers seeking approval can obtain applications from the Missouri Education and Career Hotlink website: https://www.missouricareersource.com/mech/ET_ETPCert.pdf. This website is also Missouri's State Training Provider List and Consumer Report: www.missouricareersource.com/mech/.

A training provider must make data and performance information available, by program of training, for the 12-month period for a program to remain eligible after the period of initial eligibility. Data for each program of training is based on total annual enrollment of WIA and non-WIA students and includes the numbers of enrollees, completers, completers employed, and the percent of completers employed. In addition, minimum levels must be met for at least one of three criteria to maintain eligibility.

Data must also be made available for each program of training based only on those students who received assistance using WIA funds. This data includes the numbers of enrollees, completers, completers employed, and the number of these completers employed six months later.

2. *Describe how the state solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.*

The state solicited recommendations from local WIBs, training service providers, and members of the public, employers, and labor organizations by holding meetings specifically to elicit comments about training provider application policies and procedures. A multi-agency team was formed to develop the initial and subsequent applications, including setting minimum outcome levels for training providers to be eligible. Team members included representatives from DWD, the Department of Elementary and Secondary Education, administrative entities, the Department of Higher Education, and the Family Support Division of the Department of Social Services.

Consultation meetings were held with WIB directors, training providers, related organizations, and the state board to discuss the establishment of these policies and procedures. Also, six public hearings were held around the state to offer interested groups and individuals an opportunity to submit comments and recommendations about setting eligibility outcome levels that training providers must meet.

3. *Describe how the state will update and expand the state's eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers?*

Using an internet-based system, www.missouricareersource.org/mech, Missouri can quickly revise existing information or add new training providers to the state list. New training providers are identified through professional organizations, local service providers or by customer request. DESE is responsible for maintaining the state list of approved training service providers and processes applications and requests to add new programs. Any applicant that offers e-learning or on-line training must meet the same requirements as all other providers. However, the requirements are designed to accept easily those types of providers. Currently, there are several on-line programs included on the list.

4. *Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated state agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.*

To appeal a denial of eligibility or termination of eligibility, the training provider must submit a written appeal. An appeal review board comprised of representatives from DWD, Department of Elementary and Secondary Education, Department of Higher Education, a representative from a local workforce investment region, and a representative from the workforce investment region in which the appealing training provider operates, will provide a written decision. If the review board's decision fails to resolve the appeal, then the training provider may request a hearing. If the hearing fails to resolve the appeal, the training provider may then request a review by the local board.

5. *Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (s112(b)(16))*

Eighty-five percent (85 percent) of the Title I Adult and Youth allocations, and 60 percent of the Dislocated Worker allocation, for WIA funding activities authorized under WIA are required to be allocated by formula to the local workforce investment areas. These funds will be non-competitively contracted to each workforce investment area designated entity as required by WIA to provide the activities as determined by the local

WIB. Procurements at the local level shall be made in accordance with their local procurement policies and any other federal requirements.

Statewide or specific activities funded by the flexible funding pool of the WIA Adult, Dislocated Worker, and Youth state allocations that may benefit one or all WIA Title I funding streams may be competitively or non-competitively procured in accordance with State of Missouri statutes, procurement policies and procedures, and other applicable requirements of 29 CFR Part 97. State statutes for competitive procurements exceeding \$25,000 require public advertising in a medium available to the public (i.e. newspapers) and that bids be solicited from prospective suppliers.

6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (S112(b)(18)(B))

Local boards follow criteria for awarding grants for youth activities on a competitive basis, based on the agency's ability to provide required youth activities and meet established performance standards and program outcomes that will specifically address the needs of the targeted populations.

Criteria at both state and local levels to identify effective and ineffective service providers will include:

- Agency's ability to deliver services to the targeted population in accordance with locally established guidelines;
- Experience in working with youth in similar programs and activities;
- Agency's past performance record, including both programmatic and fiscal integrity;
- Agency's understanding of and commitment to meeting goals and objectives; and
- Agency's demonstration of understanding of and commitment to continuous improvement methods.

H. One-Stop Policies (s112(D)(14))

1. Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the state will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (s112(b)(8)(A))

All career center partner services are coordinated through the integrated service delivery plan (NGCC) which requires that all individuals are enrolled in every program or funding stream for which they are determined eligible. Duplication of core services is avoided through an enrollment process that results in all individuals being enrolled in Wagner-Peyser and WIA Adult services.

See also Section VI, C.

2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided.

The Division's Quality Assurance unit conducts continuous improvement reviews of the service delivery system to identify areas in need of improvement and technical assistance needs. Some technical assistance is provided immediately by the monitor when the need is identified; more involved technical assistance needs are conveyed to the appropriate state staff for follow up.

3. Identify any additional state-mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.

The Division of Workforce Development was created by Governor's Executive Order 99-03 in February 1999. In this order, the Department of Social Services (DSS) was linked to DWD and several other agencies through their employment and training functions.

In July 2010, DWD transitioned the administration of the Temporary Assistance to Needy Families (TANF) employment and training functions back to the Department of Social Services. However, these TANF employment services and staffers maintain a presence in the One-Stop Career Centers through contractual arrangements with the local boards.

An ongoing contractual agreement for the Missouri Employment and Training Program (METP) provides career center services to Supplemental Nutrition Assistance Program (SNAP) participants who are referred to the Career Centers.

This relationship with DSS provides enhanced integration of lower-income individuals into the One-Stop Career Centers, and as a result, these key agencies blend strengths and merge resources to create a successful, coordinated, and customer-oriented system.

I. Oversight/Monitoring Process

Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements, etc. (s112(b)(14))

DWD conducts annual Continuous Improvement Reviews (CIRs) of each workforce investment region that consist not only of compliance reviews of all subcontracted programs, but also of overall assessment of Career Center system processes. Staffers from the One-Stop operator, local WIB, and the local Continuous Improvement Review (CIR) team meet to discuss customer flow, performance, and service integration within the Career Centers in their region. CIR staffers also observe these processes on-site, to identify any inconsistencies in information presented. Missouri Career Center staffs and customers are interviewed as a part of this process.

DWD has modified the compliance review process because of the WIA streamlined eligibility determination and documentation experiment. The monitors have gained access to other State databases to conduct Data Element Validation (DEV) through cross match as allowed by TEN 8-09.

J. Grievance Procedures

Attach a copy of the state's grievance procedures for participants and other affected parties (including service providers). (ss122(g) and 181(cc))

The DWD's *Complaint and Grievance Guide* (see Attachment 5) outlines the state's grievance procedures and is made available through all Missouri Career Centers in both English and Spanish.

K. Describe the following state policies or procedures that have been developed to facilitate effective local workforce investment systems. (ss112(b)(17)(A) and 112(b)(2))

1. State guidelines for the selection of One-Stop providers by local boards;

Local workforce investment boards are responsible for the designation, oversight, and continued operation of Missouri Career Centers in each of the 14 workforce investment regions of the state. The local WIBs have the responsibility to ensure that employment and training services in their communities operate at a high level of quality and satisfy the expectations and needs of their customers. Local WIBs are also responsible for the selection, with the agreement of the chief elected officials, of the One-Stop Operator to administer one-stop services within the Next Generation Framework model, as well as the designation of the Functional Leader for every Career Center.

Under 20 CFR, Part 662, Subpart D of the Final Interim Regulations for WIA as published in the Federal Register, One-Stop operators "are responsible for administering One-Stop Centers." Guidelines for selecting One-Stop operators are as follows:

(a) The local board, with the agreement of the chief elected official, must designate and certify One-Stop operators in each local area. The types of entities that may be selected as the One-Stop operator include:

- 1) a post-secondary educational institution;
- 2) an employment service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- 3) a private, non-profit organization (including a community-based organization);
- 4) a private, for-profit entity;
- 5) a government agency; or
- 6) other interested organization or entity.

(b) The One-Stop operator is designated or certified:

- 1) through a competitive process, or
- 2) under an agreement between the local board and a consortium of entities that includes at least three or more of the required One-Stop partners identified at Section 662.200. (WIA sec. 121(d))

2. *Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;*

If an impasse occurs, the partner refusing to sign the MOU will be reported to the state level representative of that agency. The state-level representative will have the authority to override the decision of the local partner representative. Continued refusal of the agency to cooperate locally and at the state level will result in a referral of the impasse to the State One-Stop Executive Team. An impartial hearing will be conducted by the One-Stop Executive Team. If the impasse is not resolved because of this hearing, the state board will recommend to the Governor that the local agency representative not be a member of the local WIB.

3. *Criteria by which the state will determine if local boards can run programs in-house;*

The state board (MoWIB) has a policy that core or intensive services should not be provided by local WIBs, their staff or administrative designees, nor shall they be designated or certified as a One-Stop operator. Local elected officials, however, shall be able to apply to the state board for a recommendation to the Governor for a final decision for an exemption to this service prohibition. It must be shown there are no feasible alternatives to direct-service provision.

A temporary exception to this policy was approved by the state board that allows local boards to operate the State Parks Youth Corps program from May 1, 2010 through September 30, 2010.

4. *Performance information that on-the-job training and customized training providers must provide;*

Individuals in OJT will count towards the state's emphasis on training. Regions will be held accountable for normal Dislocated Worker Common Measures performance, which includes:

- The service provider's rate of placement of individuals into unsubsidized employment;
- The rate of retention in unsubsidized employment six months after entry into employment; and
- Earnings received in unsubsidized employment six months after entry into employment.

5. Reallocation policies;

Each local workforce investment board (WIB) must expend all their WIA Title I Adult, Youth, and Dislocated Worker formula funds from any prior year, plus obligate at least 80 percent of their current year allocation by June 30th of each year.

Local WIBs who fail to meet the minimum obligation levels may have the amount below the minimum obligation level de-obligated. The WIBs that meet or exceed both their performance numbers and minimum obligation levels in the prior year would be eligible to receive a portion of these funds. The performance evaluation for the purposes of re-obligation of these funds shall only be based on the fourth quarter performance data, so that the funds are available in a timely manner. (The annual performance for all other purposes, including the sanction policy, shall continue to be based on the final data included in the annual report.)

If the total amount de-obligated is more than \$200,000 per program, the state will reallocate by a formula based on prior year expenditures. If the amount de-obligated is less than \$200,000 per program, the state will have the discretion to make awards to the highest performing WIBs. This would prevent the policy from forcing the state to make insignificant awards that do not justify the additional work required to accept the funds. A maximum re-obligation of 30 percent of a WIB's current year allocation will be applied to ensure that WIBs receiving additional funds can be expected to expend them during that year. All the local formula allocated funds must be allocated to the WIBs therefore, if the maximum 30 percent re-obligation will cause any funds to remain unobligated, then the amount to be de-obligated will be reduced proportionally until it equals the amount to be re-obligated.

6. State policies for approving local requests for authority to transfer funds (not to exceed 20 percent) between the Adult and Dislocated Worker funding streams at the local level; [Note: DOL changed the limit to 30 percent in PY 2003 through TEGL 23-02.]

The state has previously been approved for the waiver Transfer of WIA Funds between Adult and Dislocated Worker Programs, and recently requested an extension through Program Year 2010. Missouri's waiver allows local regions to transfer up to 50 percent between the WIA Adult and Dislocated Worker formula funds. (Note that local Recovery Act funds are restricted to a maximum of 30 percent.) A plan modification from the local region must be approved before the transfer is allowable. The local region must provide, among other requirements, a narrative explanation of how the transferred funds will be used. If a region requests that Dislocated Worker program funds be transferred to the Adult program, justification must be made that clearly demonstrates there have been no significant plant closings or mass layoffs in the area in recent months. The region must also provide the current number of participants and expenditures for any National Emergency Grants available in the region.

7. If you did not designate this responsibility to local boards, provide your state's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (ss112(b)(18)(A) and 20 CFR 664.210)

The state has delegated the authority to define the sixth youth eligibility criterion to the local boards.

IX. SERVICE DELIVERY

Describe the approaches the state will use to provide direction and support to local boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (s112(b)(17)(A)) Activities could include:

A. One-Stop Service Delivery Strategies (s112(b)(2) and 111(d)(2))

1. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (s112(b)(8)(A))*

Adoption of the Next Generation Career Center model includes the development of local functional leadership whose responsibility will be to manage the delivery of products and services regardless of the program source of those products and services. Functional teams will deliver services in a comprehensive manner at the core and intensive level. This philosophy will apply to services provided to both job seeker and business customers. The delivery of services to job seeker customers will be driven by assessment with a goal of improving their job and/or job seeking skills. Through issuances, DWD has mandated the development of local plans, as well as, the functional leadership structure.

2. *How are youth formula programs funded under (s128(b)(2)(A)) integrated in the One-Stop system?*

The State of Missouri does not require a particular method of integration for youth services in the Career Centers, but rather expects each local WIB's Youth Council to identify the scope of services and program design for delivery of those services which best suits the needs of its in-school and out-of-school youth customers. Utilizing an RFP competitive process and recommendations from the local WIB Youth Councils, contracts for service providers of youth programs are awarded. Through partnerships and contracts, youth services are coordinated and integrated into the One-Stop delivery system.

Each local WIB is responsible for the integration of services in Missouri's One-Stop delivery system. All youth applicants who meet eligibility requirements under WIA complete a comprehensive assessment and an individual service strategy. Through a referral process, youth participants are connected to other integrated services, which may include the Department of Elementary and Secondary Education, the Department of Social Services' Family Support Division, Division of Youth Services, Job Corps, and other partner agencies.

3. *What minimum service delivery requirements does the state mandate in a comprehensive One-Stop Center or an affiliate site?*

All comprehensive Missouri Career Centers will adopt the Next Generation Career Center (NGCC) philosophy which calls for customers to be enrolled in all programs for which they are eligible and that the career centers provided consistent quality services to all customers in each NGCC model. In addition, Career Centers must:

- Career Center staff will assess and engage in all the products and services that improve their employment prospects;
- Be open full-time and have simultaneous presence and full service capacity for all WIA and Wagner-Peyser core and intensive services;
- Have active participation from available partner agencies (i.e., Veterans, Adult Education and Literacy, Vocational Rehabilitation, Title V Older Workers); and
- Have all staff trained on the state's management information system.

All Missouri Career Centers must meet the following NGCC minimum standards (View full Issuance and Implementation Guide at <https://worksmart.ded.mo.gov/index.cfm>.)

1. All centers must complete the WIN Initial Assessment on all new customers, and to the greatest extent possible, on all returning customers.
2. All centers must have in place a functioning Welcome Team, Skills Team and Jobs Team. Each team should operate as indicated in the NGCC Implementation Guide.
3. All centers must make available all of the items on the statewide Products and Services List, plus any additional products and services identified and developed locally.
4. The statewide mandatory products and services will be listed in a DWD Issuance and all products and services will be posted on each Career Center's individual webpage on the new MissouriCareerSource.
5. All centers must no longer maintain separate Resource Rooms. Career Center computers should be designated for use within the three functional teams.
6. All centers must have in place a Functional Leader, in accordance with DWD Issuance 18-2009.
7. All centers will dually enroll customers, in accordance with DWD Issuances 19-2009 and 21-2009.
8. All centers will document customer eligibility in the most streamlined method allowable by DWD Issuances 19-2009, 13-1999 and other relevant guidance.
9. All centers must have interior and exterior signage that contains the official Career Center logo, implemented in March of 2007.
10. All centers must meet any additional minimum standards identified in future Issuances.

These issuances may be accessed by going to:

https://worksmart.ded.mo.gov/index.cfm?frpath=policies/view_items.cfm?MenuID=5218andCategoryID=3.

This is the current list of issuances that have been released before and during the development of this plan. Readers may revisit this site at any time to see new developments on NGCC Guidance.

4. *What tools and products has the state developed to support service delivery in all One-Stop Centers statewide?*

As part of the implementation of the Next Generation Career Center model, a robust menu of services is being developed that will be available in all Missouri Career Centers, easily accessed by customers and supported by all career center staff. Assessments will play a vital role in services delivery. All career center customers will receive assessment services to ensure they are provided with all appropriate and necessary services to reach their employment goals. Several assessment tools will be available, including a basic assessment administered to all customers during their initial visit to the center. In addition, an intensive skills assessment and a personality/behavioral assessment will also be utilized to facilitate the best matching with hiring employers.

Frequent and easily accessible workshops are the foundation of services in the Missouri Career Centers. Each center will offer a wide array of workshops aimed at helping job seekers improve their skills, be better job candidates and get the best job available. All career centers will offer tools to assist job seekers with marketing their skills and talents to employers, including a new comprehensive program to assist customers with the preparation of résumés, cover letters and on-line portfolios that demonstrate their competencies. In addition, new tools will be offered to help job seekers practice interviewing techniques with a video-based interview preparation module.

DWD's *WorkSmart Missouri* website provides support and information to career center staff to aid them in service delivery. Training materials, policy issuances and program information is available through

WorkSmart Missouri. DWD continues to utilize the Alchemy SISTEM training technology to deliver interactive, multimedia training for job seekers and workforce system staff.

Aligning strategic plans to integrate services, DWD has invested in redesigning their labor exchanged job search system as part of their products and services offered to job seekers and employer customers. The redesign has been aligned with the new integration model of services and products offered in the Missouri Career Centers. The new and improved MissouriCareerSource.com will offer job seekers and employers the ability to have advanced job matching to better fit job seekers to employers and employers to job seekers. DWD has also added a job seeker and employer handbook that will provide our customers with services and resources available state-wide and in their local Missouri Career Centers. The re-design will also have the Google Map capability of locating career centers by zip codes, city, or county to assist customers finding the nearest center for services. DWD has also added a news section to the website that will provide local and state updates on employment activities. In addition, DWD has a links to social networks to bring awareness to the job matching system.

5. *What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?*

The Division of Workforce Development will work with local workforce investment boards and Career Centers to create the Next Generation of Missouri Career Centers to move beyond mere partnership and co-location and transform to true integrated service delivery. An integrated customer flow will be developed and implemented that responds to customer need -- not program requirements. Staff-supported services will be emphasized and center services will be continuously promoted and provided until the customer's goal has been achieved. This integrated flow will include three major functions: welcome/assessment, skill development, and employment.

As part of the implementation of the Next Generation Career Center model, a robust menu of products and services is being developed that will be available in all Missouri Career Centers, easily accessed by customers and supported by all career center staff. Assessments will play vital role in services delivery. All career center customers will utilize the Worldwide Interactive Network (WIN) software to provide a WIN Quick Assessment to all career center customers. This standardized initial assessment will be used to determine the customer's proficiency in Applied Mathematics, Locating Information and Reading for Information. This assessment will assist staff with in determining the appropriate course for making recommendation to the customer regarding services to ensure they are provided with all appropriate and necessary services to reach their employment goals. In addition, more intensive skills assessments may be utilized to facilitate the best matching with hiring employers.

Emphasis will be placed on assisting existing Missouri businesses with accessing workforce development and training services, including matching businesses with career center participants that have the skills they require and helping them access available services, such as on-the-job training, pre-employment, apprenticeship and assessment programs. A renewed emphasis will be placed on developing sector strategies that target high-growth industries including green industries, healthcare, life sciences, emerging technology and advanced manufacturing. Working with the community colleges, skill development and skill verification should be marketed as value-added services to employers as well as job seekers. Business services will move beyond listing jobs and making referrals to better align with economic development priorities.

B. Workforce Information

A fundamental component of a demand-driven workforce investment system is the integration and application of the best available state and local workforce information, including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (ss111(d)(8), 112(b)(1) and 134(d)(2)(E))

1. Describe how the state will integrate workforce information into its planning and decision-making at the state and local level, including state and local boards, One-Stop operations, and case manager guidance.

As referenced in other sections, the state job matching/case management system is more “service focused” and places more emphasis on growth occupations, skills needs and customer choice. More in-depth use of Toolbox 2.0 for all Next Generation Career Center staff further integrates service delivery, access to additional products and enhanced matching of candidate skills to employer needs. Among the reporting capability envisioned will be local “predictive” management reports, expanded “case management” reports and staff alerts (messaging) to improve scheduling and customer flow. The development of the JOBSTAT concept will allow more in-depth utilization of reports to identify barriers to system improvement and lead to more shared “best practices” where performance is showing the most significant improvement.

MERIC delivers a series of analysis products centered around three categories to local

WIBs: career analysis products, industry analysis products, and economic development products. MERIC will produce the following career analysis products: (1) Dislocated Worker Crosswalk Briefs for dislocated workers in mass layoffs transitioning from declining industries/careers to growing industries/careers. (2) WIA Career Grades which provide job seekers a ranked occupational outlook from A+ to F- based on average wages, growth, and total openings. (3) Training and Education for Tomorrow’s Workforce, which identifies future demand for knowledge, skills and abilities based on projections data; and (4) Career Exploration Tool, which assists job seekers in regional career labor market information

MERIC produces the following industry analysis products: (1) Labor Shed and Commuting Analysis, which profiles a community’s workforce in terms of where people work; (2) Local Employment Dynamics (LED), which provides quarterly workforce indicators on job creation, destruction and turnover by industry and basic demographics; (3) WIA Industry Focus reports which identify the top industries in each region and the age and gender makeup of its workforce; (4) WIA Regional Hotspot reports which identify regional economic hotspots - places which generate economic activity for their region; and (5) WIA IRS migration analysis and mapping to analyze the in and out state commuting patterns of Missouri’s workforce.

MERIC develops the following economic development products: (1) Regional Pattern Analysis report, which provides for each region a detailed analysis of the local in-demand industry sectors; (2) WIA Residential and Commercial Housing Vacancy analysis and mapping (3) Statewide Business Survey to determine employer needs for targeting economic and workforce service delivery; (4) Self-Sufficiency Wage Calculator, which provides an estimate of the required wages to support a household by county and for 70 household types; (5) Economic Conditions and Trends, which provides an overview of Missouri’s economy and labor market on a monthly basis; (6) economic impact modeling services to estimate the direct and indirect impacts of economic changes in local economies, and for use in fiscal cost/benefit analyses; (7) Census data analysis services; and (8) Geographic Information Systems mapping services.

MERIC’s analysis products are anticipated to have the following outcomes: (a) to assist WIBs in helping job seekers make informed decisions about career and education choices; (b) to provide more current information on the demand for jobs and skills; (c) to assist WIBs in identifying current and future workforce needs, and to develop strategies to address those needs; (d) to provide information on the performance of Missouri’s

workforce system; (e) to provide cost-benefit and evaluation services to WIBs programs; and (f) to provide WIBs with comprehensive and customized economic and workforce research services as requested.

2. *Describe the approach the state will use to disseminate accurate and timely workforce information to businesses, job seekers and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations, such as libraries, schools, worksites and at home.*

As discussed in Section III, there are several venues for communicating workforce information. The *WorkSmart Missouri* website was created to be an online forum and centralized information center. It includes a workforce policy blog to establish an online community of professionals to help inform about policy and program decisions. Workforce discussion forums allow workforce professionals to collaboratively develop content and share exemplary best practices. An electronic information exchange venue for news, customized local WIB pages, digital content such as forms and reports and a vast array of additional materials are furnished.

In conjunction with the NGCC initiative, Missouri's workforce system has implemented a redesign of the state's job matching system website **MissouriCareerSource.com** (MCS). Also set to launch in PY10, the new MCS will have two major improvements: 1) Enhanced access to skill building products and services, available both in the Career Centers and on-line. The new system will display on individual web pages for each Career Center the menu of NGCC products and services consistently made available statewide, as well as locally identified and developed products and services that meet the unique needs of regional economies. 2) Enhancements in the matching process to better match job seekers' talents with current job openings and businesses' needs for specific skills. The new MCS will have several technological improvements that will speed response time, facilitate revisions and updates and accommodate a wider array of computer users.

The DWD contributes workforce-relevant information to the Department of Economic Development's e-newsletter, *Missouri Focus* that is distributed to thousands of economic/workforce development practitioners. Missouri's SHARE Network is an important communication medium to inform people of community-based workforce services at SHARE Network Access Points (SNAPs) and www.sharenetworkmo.org.

Additionally, Missouri's e-learning tool, *Alchemy SISTEM™*, provides all Career Center customers with universal access to basic job readiness workshops while providing a core foundation for the comprehensive workshops some customers may want or need. The current library of 38+ modules includes Basic Job Readiness modules for job seekers, sexual harassment and more.

The MERIC website www.missourieconomy.org provides comprehensive, timely, and user-friendly labor market information resources for use by policymakers and citizens in the State of Missouri. MERIC is coordinating with DWD to develop a new MERIC website using interactive web applications "widgets" that integrate related LMI for various customer groups and can be imbedded on different partner websites including MissouriCareerSource. In addition, MERIC coordinates with both DWD and the Missouri Department of Elementary and Secondary Education and the Missouri Department of Higher Education jointly to develop workforce information to students and job seekers.

3. *Describe how the state's Workforce Information Core Products and Services Plan is aligned with the WIA state plan to ensure that the investments in core products and services support the state's overall strategic direction for workforce investment.*

The development of the Workforce Information Plan is initiated by MERIC staff contacting the Executive Director of MoWIB, on behalf of the state board. Consultations between DWD senior management, MERIC's Workforce Analysis Manager, and the Executive Director of MoWIB are held regarding data and research needs of the MoWIB as well as for the Missouri workforce system. The plan is subsequently approved by the executive committee of MoWIB and then by the full MoWIB. The partners meet regularly throughout the program year to monitor progress and to adjust plan activities and products. Regular reporting

to MoWIB insures that it is kept up-to-date on progress of workforce intelligence activities in support of the plan. MoWIB has the ability to make adjustments during the year to insure that the goals of the workforce information system and the state's talent development system are met.

Missouri has assured universal access and integration by providing labor market information on the MERIC website and on the DWD website, www.MissouriCareerSource.com. Accountability is provided through One-Stop Career Centers and local WIBs with LMI by requesting their feedback on the quality and usefulness of the data. Oversight and guidance from MoWIB provides an expedient method of identifying the data and research needs for the workforce system for both the near term and long term. This allows for better planning of future information requirements for all stakeholders.

The key role played by labor market and workforce information in decision-making and in quality customer service is clearly recognized and articulated. The identification of in-demand occupation and industries and development of related skills information are identified as key LMI activities that will support the strategic vision of the state board. Many of the products described below will be delivered to the state and local WIBs through written reports and presentations at state board meetings and other meetings. Ongoing consultation with these groups will discuss findings of the various projects as they develop.

4. Describe how state workforce information products and tools are coordinated with the national electronic workforce information tools, including America's Career Information Network and Career Voyages.

MERIC will deliver five core Workforce Information Database -WID activities: (1) continue to populate the WID database with Missouri labor market data, specifically CES, OES, Projections, InfoUSA, O*NET, and QCEW data; (2) continue to develop and upgrade the WID database structure; (3) upgrade the memory and storage capacity of the server hosting the WID database; (4) improve functionality of WID in populating new content on the MERIC and MissouriCareerSource websites; and (5) continue participation in various WID consortia and conferences.

Electronic Career Products include: (a) Missouri Career Exploration Tool – Missouri's product of collaboration between the University of Missouri's Office of Social and Economic Analysis (OSED) and MERIC. The Tool was developed for assisting students and jobseekers in exploring careers within their labor market region. Users are able to interactively select regional occupation data with associated O*NET skills, outlook, training program, and employer information. Funding through an LMI Improvement grant will allow for functional enhancements, an added skills and workplace importance assessment, and filters for green opportunities; (b) Missouri Family Wage Calculator – MERIC will develop and continue to update data on this web application that calculates family affirming wages for every county in the state by family type and composition. A calculator on the site allows families or individuals to input their current expenses and determine their individual family wage level; (c) Missouri Connections Website – MERIC will collaborate with P-20 education partners to power LMI for the e-portfolio system for Missouri students to provide them with real-time intelligence about in-demand career paths and occupational pathways with a promising outlook.

Additionally, MERIC is partnering with DWD to design multiple online "widgets" powered by the WID that could be integrated into various partner websites (i.e. Missouri Career Source, MERIC website). These widgets would be functionally streamlined, catered for specific customer groups, offer regional analysis, and would have print and download options for each dataset. Proposed online "widgets" include: (a) Workforce Snapshot – designed for Career Center frontline staff and job seekers which would include simplified leading questions to guide user to the data of their choice. The application will be easy to navigate for users with various levels of comfort with the internet and will be developed in close coordination with local front line staff; (b) Regional Snapshot – would allow for users to drill down for various economic indicators, workforce profile, and community demographics. Interactive mapping for custom geographic selection would be

available for ad hoc reporting for workforce and economic stakeholders; (c) Asset Mapping - would provide regional information via Google mash-up for location of various regional assets such as businesses, training providers, career centers, schools, and roads for site selectors, prospective businesses, and economic developers.

MERIC's online career products are anticipated to have the following outcomes: (a) assist job seekers and students in making informed career decisions; and (b) assist state and local education and training agencies in curricula planning and resource allocation.

C. Adults & Dislocated Workers

1. Core Services (s112(b)(17)(a)(i))

a. *Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in s134(d)(2).*

See Section VI.C. In addition, any dislocated workers are automatically enrolled into WIA Adult, WIA Dislocated Worker and Wagner-Peyser Programs.

b. *Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act include: (1) self-service; (2) facilitated self-help service; and (3) staff-assisted service, and are accessible and available to all customers at the local level.*

The Next Generation Missouri Career Centers will move beyond mere partnership and co-location and transform to true integrated service delivery. While all Career Center partner programs are valued, WIA Title I Programs and the Wagner-Peyser Program are the operational backbone of the Centers. Consequently, these programs will be the initial focus of a customer-focused, skill-based, integrated service strategy,

An integrated customer flow will be developed and implemented that responds to customer need -- not program requirements. Staff-supported services will be emphasized and Center services will be continuously promoted and provided until the customer's goal has been achieved. This integrated flow will include three major functions: welcome/assessment, skill development, and employment.

Staff serving in the Welcome Team will greet and direct customers; provide the initial service triage and recommend a service pathway; collect initial registration data, and connect customers with the Skills Development Team, Jobs Team, and initial service delivery.

Staffers on the Skills Development Team provide the initial skills assessment, as well as additional assessment of customer needs and support requirements. They also facilitate career and job-search planning; deliver and/or connect customers to skill building services covering work readiness skills, basic skills, computer literacy skills, occupational skills and job search skills; oversee and facilitate self-service delivery and assist customers in development of job-search skills and tools.

The Jobs Team provides services to job-ready job seekers, and services to hiring employers. For job seekers, the functions include job search information, plans, support and advice, job development, assessment of job search activities, automated job matching, and referrals and hiring process support. For employers, the functions include job orders and consultation, being responsive to new hiring practices, implementing pre-referral standards (skills, screening), a proactive search for candidates, and customized recruitment services.

See also Section VIII.H.1.

c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services.

See Section VI.C.

2. Intensive Services (s112(b)(17)(a)(i))

Describe state strategies and policies to ensure adults and dislocated workers who meet the criteria in s134(d)(3)(A) receive intensive services as defined.

One of the key facets of the NGCC integrated service delivery process is a goal to increase the number of participants receiving some sort of intensive level skill upgrade service. One of the state-defined performance outcomes measures the number receiving a skill upgrade to motivate service providers to provide intensive services to those individuals who meet the criteria. The recently approved streamlined eligibility determination, documentation and data validation pilot project will allow for an easier intake process for both customers and staff, and is anticipated to increase the number of individuals receiving intensive services. State guidance on the pilot is currently under development.

3. Training Services (s112(b)(17)(A)(i))

a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.

Local boards are encouraged to maximize the amount of training available through their WIA formula funded services, as well as other sources. The vision of Next Generation Career Centers is complete and seamless integration of programs and focus on products and services. We have encouraged the provision of more training services as well as more "skill development" services. Without requiring expenditure minimums but focusing on increasing customer access to services, the system will assist the customer in locating funding from any and all available sources, therefore leveraging all sources for which the customer is eligible. The State has encouraged local boards to increase their ITA limits to allow participants to more readily access the WIA-approved training provider of their choice, but Local boards are also encouraged to develop contracted classroom training with their regular WIA funding to focus on meeting the skill needs of employers in the local area. Part of improving the quality of local boards will focus on securing non-WIA sources of funding to enhance funding capacity.

The WIA 25 percent funds are set aside to assist local WIBs with responding to demands for training. Local WIBs access these funds to support training that is consistent with their approved plan and to ensure participants are trained in high growth/high demand industry skills. These funds are used to support training and are based on informed decisions using LMI and other workforce intelligence that ensures these funds are being used to meet high growth/high demand industry talent needs.

The state-funded Industry Training Programs provide industry-specific training assistance to workers in newly created and existing jobs at targeted industries. Many of these jobs are high-skilled, high wage jobs. These programs focus on specific occupations, industries, and types of training which create a need to invest through the public workforce system in other areas that are not assisted. This includes other occupations, more entry-level jobs, moderately-skilled occupations, other industries, or different types of training. Through the targeting of resources, a ladder of opportunities is created for the workforce.

In addition to these training opportunities, the Accelerated Training Programs (see Section I.D.) and the Training for Tomorrow initiative (see Section II) are increasing training access for many Missourians.

Missouri is working with the state of Kansas to establish a Lifelong Learning Account (LiLA) program known as the Learning Fund. This program will be available to both states. Missouri will work to develop outreach methods that make businesses, education organizations, chambers and others aware of this statewide program. This initiative will offer workers with employer-matched individual savings accounts to finance lifelong learning that will pay for job skills training that supports individual career goals and meets demands of businesses while creating a more skilled workforce overall. This initiative will be designed to make education and training opportunities more accessible to working adults and remove financial barriers which prevent employees from returning to school. Because they allow education expenses to be paid upfront - such as books, tuition, supplies, etc. - adults are able to seek further education without incurring debt.

Lifelong learning account characteristics include:

- Broad use of funds (i.e., books, tuition (credit and non-credit), fees, supplies, seminars , conferences, certifications)
- Universal eligibility to all employees of a sponsoring employer targeting frontline workers
- Voluntary participation
- Portable (transferable between participating organizations)
- Career and education advising
- Co-investment by employee, employer, and in some cases, third-party matches

Businesses will benefit from participation and utilizing this initiative as part of their compensation plan. It provides an affordable benefit that is easily administered. It is likely to increase morale, loyalty and knowledge retention, overall productivity, worker skill sets, boost recruitment and may help to make businesses more competitive over time.

b. Individual Training Accounts

i. What policy direction has the state provided for ITAs?

DWD has authorized the Department of Elementary and Secondary Education (DESE) to administer the functions of the individual training accounts on a statewide basis. DESE has established the procedure for determining training provider eligibility. Missouri's policies and procedures for determining initial eligibility of training providers are established in a uniform statewide application that is used by all local areas.

Many local workforce investment boards contract with DESE to issue payments to training providers. Through the state's Toolbox case management system, regions can access an ITA report that will show, by individual and by school, the amount of training funds obligated and spent. This tool allows closer management of funds being used for ITAs. The state has not set a maximum ITA amount. Local planning guidance requires each WIB to identify, within its plan, the maximum amount established for an ITA. The state has set policy direction to encourage greater numbers of individuals to access training services. Use of ITAs is a primary strategy to accomplish this goal.

ii. Describe innovative training strategies used by the state to fill skills gaps. Include in the discussion the state's effort to leverage additional resources to maximize the use of ITAs through partnerships with business, education (in particular, community and technical colleges), economic development, and industry associations and how business and industry involvement is used to drive this strategy.

As referenced in Section V.E., the Division partnered with the state's community colleges to implement Accelerated Training Programs. Many laid-off workers do not need two or four-year degrees to obtain meaningful employment; for many, shorter term training is a more viable option to "tweak" skills and close any skill gaps.

In addition, the Governor enacted his Training for Tomorrow initiative which is designed to educate Missourians in high-growth fields and get them working in growing industries made available to community colleges to create or expand training programs to serve additional students.

Also referenced in Section V.E., Missouri offers three state-funded economic development training programs: the Missouri Customized Training Program, the Community College New Jobs Training Program, and the Job Retention Training Program. All programs are operated by local educational agencies, such as the community colleges, and marketed by economic developers. These programs provide skill training to workers employed in newly created jobs or retraining for existing employees.

As referenced in Section I. B., the Division will be partnering with the state's community colleges, the Governor's Office, and the Governor's Advisor on Higher Education and Workforce Readiness on an initiative to pursue career training grants through the healthcare reconciliation bill. These partners will work together in a coordinated fashion as individual community colleges plan and develop training programs that will focus on middle skills careers and profession-specific training with an emphasis on articulation.

Finally, Missouri makes a pool of training funds available to local WIBs through a contract with the Missouri Department of Elementary and Secondary Education. These funds support only ITAs and can be used to assist individuals with obtaining training that helps to fill skill gaps. Missouri's regional Business Services Teams are a resource that can provide an avenue to help maximize the use of ITAs and fill skill gaps. The Business Services Teams work with business organizations, workforce investment boards, community colleges and other training organizations to help ensure the state's workforce system is meeting the needs of business.

iii. Discuss the state's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand and economically vital occupations.

The state is emphasizing the increase of training opportunities for individuals served through WIA Title I. The intent is to train these individuals for jobs that will be here five years from now. Therefore, the use of labor market data has been important in developing and enhancing training programs that lead to employment in growth industries and demand occupations. The state has enacted several strategies to accomplish this.

The Division is a grantee for a State Energy Sector Partnership grant which brings together education, labor, energy industries, and the workforce system to develop educational pathways for careers in renewable energy. In addition, the Division is a partner in an Energy Training Partnership grant awarded to the UAW. Working with St. Louis and St. Charles Community Colleges, the grant will develop educational pathways for dislocated UAW workers and other targeted groups into green-related jobs. Both grants should add to training opportunities to vital occupations and WIA Title I funds will be used as leveraged resources to fund tuition for eligible individuals in these green training programs.

The Division also increased the investment into training by adding \$1 million to the annual contract with DESE specifically designed to provide ITAs for dislocated workers. By emphasizing an increase in the participation rate for training overall, the Division will continue to emphasize and increase the number of people trained.

As mentioned previously, the Division partnered with the state's community colleges to implement Accelerated Training Programs. The Division made Recovery Act WIA funding available to the community colleges to implement shorter term training. The Accelerated Training Programs, which are continuing in PY10, are targeted for training dislocated workers for high demand/growth industries in shorter classes to get them re-employed more quickly.

A portion of the state's WIA Recovery Act 25 percent funds were set aside to establish a statewide "OJT pool." On-the-job training is an effective tool to get dislocated workers re-employed more quickly. The state set-aside funds were approved on request for those industries determined to be growth industries or for demand occupations.

iv. Describe the state's policy for limiting ITAs (e.g., dollar amount or duration).

Each local WIB is responsible for setting policies guiding the maximum dollar amounts, duration/expiration periods, and uses of ITAs in their respective areas. The cost, duration, and use of ITAs will be established using the most recent available information from the training provider consumer reports, the training choice made by the customer, consideration of other sources of training assistance such as Pell grants, consultation from case managers, and other assessment results, as appropriate. When training has been determined as an appropriate service and funding has been obligated, the customer is informed of the dollar amount available for their WIA ITA.

v. Describe the state's current or planned use of WIA Title I funds for the provision of training through apprenticeship.

Please see Sections V.B, VI.E, and IX.C.3.b.iii.

vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly, such as through an ITA. (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the workforce investment system and faith-based and community organizations at www.dol.gov/cfbci/legal_guidance.)

As discussed further in Section XI.H, the state board approved a faith-based/community organization (FBCO) policy in 2005 that stated that the board will serve in an advisory role to the local WIBs in relation to FBCOs. Additionally, the Division distributed DWD Issuance 02-2006, which implemented Missouri's policy permitting the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly.

c. Eligible Training Provider List

Describe the state's process for providing broad customer access to the statewide list of eligible training providers and their performance information, included at every One-Stop Career Center. (s112(b)(17)(A)(iii))

As discussed in Section VIII.C., Missouri's Eligible Training Provider List can be accessed at the Missouri Education and Career Hotlink website: www.missouricareersource.com/mech/. Missouri's existing training referral system includes an individualized approach to providing training services. Education funds and training provider data are available for use on demand, creating the capacity for the state to respond to a broad array of training needs. DESE provides customers and local service providers with access to information about approved education and training assistance and program cost data. Local service providers are able to track training funds and training provider information through reports made available by DESE.

Performance/consumer report information that is available at every One-Stop Center includes:

- WIA and non-WIA students:
 - ❖ Number of enrollees, exiters, completers, exiters employed, completers employed, and the percent of completers employed, completion rates of exiters, percent of exiters employed, and wages at placement in employment.
 - ❖ Data based on only those students who received assistance with WIA funds:
 - ❖ Number of enrollees, completers, number of completers employed, and the number of completers still employed six months later, the percent of individuals who completed the program and are placed in employment, retention rates in employment of individuals who have completed the applicable program six months after the first day of employment, and wages received by the individuals who have completed the applicable program six months after the first day of employment.
- Other consumer report data available will include listings of training provider course(s) and cost information, catalog/brochures that contain a description of courses, classes, and refund policies.

d. On-the-Job (OJT) and Customized Training (ss112(b)(17)(A)(i) and 134(b))

Based on the outline below, describe the state's major directions, policies and requirements related to OJT and customized training.

i. Describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.

Given the economic condition of the state and the large numbers of laid-off workers, it is critical to get those workers re-employed. It is unlikely these lost jobs will ever return to the state and therefore, many of these dislocated workers will need to be retrained. Yet, many of these workers may only need to have their skills "tweaked." As a result, there is a renewed emphasis on promoting on-the-job training, particularly for laid-off workers.

Missouri has set-aside some of its Recovery Act WIA 25 percent funds specifically for a statewide "OJT pool" for laid-off workers. These are funds local workforce investment boards can access to supplement their formula funds. A statewide training session was held in the fall of 2009 to promote the renewed emphasis on OJT and "re-introduce" OJT as an effective tool to get an individual reemployed quickly. Local business representatives are coordinating with OJT job developers to market the program actively to businesses. In addition, a statewide OJT coordinator is available to provide technical assistance as needed.

In addition to OJT, Missouri has also implemented Accelerated Training programs. As described in Section V.E., the Division made available Recovery Act WIA funding to the community colleges to implement shorter term training. The Accelerated Training programs are targeted for training dislocated workers for high-demand/growth industries in shorter classes to get them re-employed more quickly.

ii. Describe how the state:

Identifies OJT and customized training opportunities;

Regional Business Services Teams establish a pre-contract evaluation to identify potentially successful training opportunities based on employer performance using the following criteria listed below when possible:

- Is this employer relocating from another labor market area (WIA Section 181(2)(b)(2))?
- Will this training displace current employees?
- What have been the hiring practices of this employer in general?
- Have safety and health issues been attended to and addressed?
- Is there appropriate supervision and training for all participants?
- Is this business receiving any other assistance, such as funding through the Department of Economic Development, Missouri Customized Training Program?
- Is this a new or established business?
- What has been the turnover rate for this business and/or this job?
- Does the business appear to be financially stable?
- What is the demand for this job in the local labor market
- What are the wages and benefits?
- What is the history or pattern of layoffs?
- Is this a full time position defined as 32 or more hours per week?
- Is this seasonal employment?
- Is a collective bargaining agreement in place? If so, is training consistent with the collective bargaining agreement?

Markets OJT and customized as an incentive to untapped employers pools, including new business to the state, employer groups;

OJT marketing is as varied as the 14 local WIBs in Missouri. Each region has a Business Services Team that meets on a regular basis, strategizing the optimal process for their region and insuring the elimination of duplicative efforts and administrative waste.

Objectives for marketing and outreach are defined regionally along with targeted industries. Broad marketing goals have been extended from the State level to the local regions. These marketing goals include: 1) Job Developers, Business Services Representatives and Career Center Specialists contact employers during daily business hours identifying labor needs and marketing OJT to eligible businesses; 2) providing eligible customers a Notice of Program Eligibility which allows the customer to market the program themselves to employers; 3) marketing through employer groups and mass notification via e-mail networks; 4) providing broad program information to both new employers and those considering expanding in Missouri, while insuring that program eligibility requirements are met by the employer; and 5) making available statewide OJT program flyers with appropriate contact information.

Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;

Missouri is re-emphasizing and re-energizing the OJT training program. Part of the effort to promote OJT includes a statewide set-aside “OJT pool” of funds (WIA/Recovery Act 25 percent). Portions of the OJT pool are available to the workforce regions on request and part of the requirement to access funding includes identifying those industries targeted for OJT. Companies that are growth industries and economically vital to those respective communities are priority for funding.

From a marketing perspective, the regional Business Services Teams meet regularly to coordinate business outreach. Part of that process includes discussion for targeting growth industries and demand occupations in the respective areas.

Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training; and

The regional Business Services Team members consult and work with the local WIBs, economic development groups, community colleges, Missouri Employer Committees, and chambers of commerce in developing strategies that drive competencies and determining appropriate lengths of training.

The community colleges drew from their relationships with area businesses to develop the Accelerated Training Programs. The Accelerated Training Programs are intended to offer shorter training for demand occupations and growth industries within the respective regions.

Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.

Leveraged funds include the state-funded and economic development-focused Industry Training Programs. These programs fund industry-specific, customized training for eligible businesses and can include skill, occupational training, as well as on-the-job training. Also included is the Governor's Training for Tomorrow initiative. Grants are made available to community colleges to create or expand training programs to train additional students for high-tech fields and demand occupations. This includes areas such as healthcare, animal health, and supply chain integration. Funding for the grants is provided through a Recovery Community Development Block Grant.

4. Service to Specific Populations (s112(b)(17)(A)(iv))

a. Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, such as migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities).

The state's strategies to ensure that the full range of employment and training programs and services delivered through the state's One-Stop delivery system are accessible to and meet the needs of "specific populations," as described in (s112(b)(17)(A)(iv)), include efforts such as advertising the programs and/or activities provided through the system in the media, including newspapers and radio programs that target these specific populations; incorporating program-specific outreach staff, as with the implementation of the new veteran initiative, for outreach to community groups, schools and business that serve various populations; and consulting with appropriate community services groups about ways to improve outreach and service efforts to specific populations. Further, the state has implemented a comprehensive plan to provide meaningful access to individuals who are limited English proficient (LEP). The plan includes an assessment component to identify the languages encountered throughout the One-Stop system, as well as components specific to outreach, training and monitoring. The provision of language interpretation and translation services will occur in all Career Center locations at the point of initial contact and all subsequent points of contact with LEP individuals where language assistance is necessary.

b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.

While unemployment insurance administration and certain Trade Act functions reside in a separate department of state government from Wagner-Peyser and WIA, the state administrative offices are co-located, allowing both agencies to coordinate services to their joint customers. By state statute, Missouri requires its unemployment insurance (UI) claimants, who are required to seek work, to report at least once every 28 days to a one-stop career center for re-employment services. The four-week reporting, along with worker profiling, strengthens the connection between unemployment insurance and the one-stop career center system. This reporting requirement has resulted in a significantly higher volume of UI claimants visiting one-stop career centers seeking services.

Worker Profile Reemployment Services is an early intervention strategy for those individuals most likely to exhaust their UI benefits. The worker profile program designation is part of the reemployment services offered by Wagner-Peyser. Individuals receiving these services are unemployed due to a layoff from work and are not likely to return to their previous job. These individuals are 30 percent more likely to exhaust their UI benefits before finding employment.

Reemployment services are provided by One-Stop Career Center staff starting with an orientation and evaluation of their needs to become re-employed. Labor-exchange services available to them include job development, job placement, self-directed job search, job club, job-seeking skills training, résumé preparation, and vocational guidance with labor-market information and other related employment services. Individuals will be dually enrolled in Wagner-Peyser and WIA Dislocated Worker and referred to intensive and training services.

Past funding limitations had prevented Missouri from taking full advantage of the opportunity for career center staff to engage UI claimants as they utilized the centers for their four-week reporting requirement. However, through the Reemployment and Eligibility Assessment (REA) grant, the state now is able to provide additional services and strengthen the relationship between the Missouri Career Centers and the unemployment insurance system. Career center staff funded through the REA grant will be able to serve an additional 10,000 UI claimants who were not selected for Worker Profiling. In addition, with the implementation of Next Generation Career Centers, the reemployment of UI claimants will be addressed more efficiently by engaging claimants, assessing their skills and introducing them to a structured skill development process.

In addition to the reemployment and worker profiling services, all new or renewed UI claimants' are matched through Auto-coder using the O*Net code from their former job to any job vacancies matching that same O*Net code. This information is available to career center staff to assist the UI claimant the first business day following the filing of a new or renewed claim. To date, more than 68,000 matches have been made using the Auto-coder.

A successful outcome for UI claimants, including the Profiled Worker, is a quicker return to employment. Serving all UI claimants presents an opportunity to redevelop untapped talent to fill the skill gaps left in regional economies after employer layoffs or closings. These laid-off workers are referred to WIA for training and then redirected to high-demand employment opportunities. When UI claimants return to work sooner, employers' demand for workers is met and the state UI benefit fund saves money.

Any state level barriers to coordination are addressed as they arise through the state agency staff. Local barriers are addressed by management teams made up of local executives representing the service delivery partners.

c. Describe how the state administers the unemployment insurance work test and how feedback requirements (under s7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.

The DWD's working definition of the work test for Unemployment Insurance claimants includes the functions of work registration, providing employment services and referral to suitable work. Every night, DWD is notified of all active claimants who are required to look for work. In Missouri, DWD and the Division of Employment Security are collaborating on the use of "Autocoder" software which uses data collected at the time of a new or renewed claim filing to provide O*Net coding of UI claimants. This information will be transmitted to DWD's MissouriCareerSource to check for job openings that match the claimant's skills. This data exchange will include activating the work registrations of those claimants already registered for work and will begin building work registrations for those not already registered. As UI claimants comply with Missouri's requirement that they report at least once every four weeks to a One-Stop Career Center for reemployment services, their work registration will be completed and/or improved. If a UI claimant fails to report as directed, that information is conveyed to the Division of Employment Security and a notation is entered on his or her claim to withhold future benefits until the individual's reason for failing to report is adjudicated.

In 2006, the Missouri General Assembly amended the unemployment insurance statute to strengthen the UI work test. Procedures are now in place to allow staff in One-Stop Career Centers to report on the availability for work of UI claimants who report as directed to Missouri Career Centers. UI claimants who refuse suitable work or unduly restrict their availability for work will be reported to the Division of Employment Security for adjudication of the continued eligibility for unemployment compensation.

d. Describe the state's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the state have a policy supporting co-enrollment for WIA and TAA?

In most regions of the state, the local Rapid Response Coordinator is co-located in the same facility as the Dislocated Worker Program operator, allowing for effective service coordination. In addition, when a list of affected workers is received from the employer, it is immediately provided to Dislocated Worker Program operators to ensure that all affected workers can be contacted for services as soon as possible. Additional informational follow-up contacts are provided to all affected workers involved in Rapid Response. Wagner-Peyser and WIA staffs are co-located at each Career Center, allowing DWD staff to provide immediate referral for dislocated workers to WIA for assessment and supportive services. Client information is entered into the Toolbox System and is accessible to all partners.

The Division's major initiative of Next Generation Career Centers (NGCC) brings about a new direction for Rapid Response meetings. Rapid Response meetings now focus on the individual needs of the workers and the products and services available at the Career Centers, while at the same time insuring they leave the meetings with enough information about their individual benefits from UI and Trade Act, health insurance, and other community services. Missouri's Rapid Response website, www.rapidresponse.ded.mo.gov, provides information on Career Center services, Unemployment Insurance, career transition services, on-line Worker Adjustment and Retraining Notification [WARN] Act notices and a Rapid Response Program Presentation. Rapid Response and Trade Act staffs coordinate to integrate and align services. Trade Act staff attend and provide Trade Act information at Rapid Response meetings at potential TAA eligible companies. DWD provides statewide training sessions for Rapid Response and Trade Act staff and partner agencies. DWD's Trade Act staff is located in the DWD Central Office, allowing for the implementation of standardized processes and centralized state and local policy development.

DWD has a policy that mandates Dual Enrollment in the WIA Dislocated Worker Program and all customers who are eligible for and receiving services through the Trade Act and/or a National Emergency Grant. This process is integrated into the framework of the NGCC and implemented during the customer's ongoing assessment process they will then be enrolled as they become eligible for these services.

e. How is the state's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a) above and to ensure they are being identified as a critical pipeline of workers?

The Missouri Governor's Council on Disability in cooperation with several employers and service providers, created the Missouri Business Leadership Network (MOBLN) which promotes statewide activities that increase community inclusion of individuals with barriers to skill achievement and employment, including individuals with disabilities. The state's Disability Navigators have participated in the Kansas City and St. Louis Chapters of MOBLN and have promoted disability mentoring events across the state through outreach efforts to employers. In addition, specific organized business seminars are conducted regularly (monthly) where speakers present on topics that include effective strategies to ensure equal access for specific populations of job seekers, including those with disabilities.

The Missouri Interagency Transition Team (MITT), a Division of Special Education in the Department of Elementary and Secondary Education, formed in 2001 to promote interagency collaboration to improve outcomes for young adults with disabilities, including employment outcomes. The Division of Workforce Development participates on the interagency team.

f. Describe how the state will ensure that the full array One-Stop services are available to individuals with disabilities and that the services are fully accessible?

The state ensures the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible. It provides various assistive technologies, such as the screen reader and screen enlarger software. Recruitment brochures and other materials distributed or communicated in written and/or oral form, electronically and/or paper, to staff, clients, or the public at large identify the WIA Title I-financially assisted program or activity in question as an "equal opportunity employer/program." They also communicate that "auxiliary aids and services are available on request to individuals with disabilities."

g. Describe the role LVER/DVOP staff have in the One-Stop delivery system. How will the state ensure adherence to the legislative requirements for veterans' staff? How will services under this plan take into consideration the agreement reached between the Secretary and the state regarding veterans' employment programs? (ss112(b)(7), 112(b)(17)(B), 322, 38 U.S.C. Chapter 41; and 20CFR s1001.120)

DVOP and LVER are fully integrated into the Career Centers as detailed by the DVOP/LVER agreement with the Secretary (Veterans State Plan). The role of the DVOP/LVER staff will not be to supplant the Wagner-Peyser responsibilities for providing priority of service to veterans, but to assist veterans with serious barriers to gain employment through intensified direct services, such as case management and employer job developments within their separate roles. DVOP/LVER will not be assigned duties that violate Title 38. DVOP will share case management for veterans enrolled in WIA and other programs with the providers of those programs.

The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans priority of service in the provision of all labor exchange services, and specifically when making referrals for job openings and training opportunities.

Local service delivery points are monitored to ensure that programs are providing the required priority service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning priority of service to veterans will be provided. The agreement reached between Veterans' Employment and Training and the state will be the governing agreement for veterans' services and for the One-Stop operators where funding is used to provide services to the state's veteran customers.

h. (Department of Labor regulations in 29 CFR Part 37 require all recipients of federal financial assistance from USDOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when federal USDOL funds are passed through from one recipient to a sub-recipient.) Describe how the state will ensure access to services through the state's One-Stop delivery system by persons with limited English proficiency and how the state will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, May 29, 2003, which provides guidance on methods of complying with the federal rule.

The issue of access to services through Missouri's One-Stop delivery system by persons with limited English proficiency (LEP) continues to be an on-going priority. The state works to improve systems in place and to create high-quality, more innovative systems. Through a collaborative effort, state and partner staff determined the development, maintenance and implementation of a periodically-updated language assistance plan, for use by the entire One-Stop system, is the most appropriate and cost-effective means of documenting compliance and providing a framework for the provision of timely and reasonable language assistance.

The state ensures access to services through its One-Stop delivery system for LEP persons through the policy guidance found in DWD Issuance 23-2009, "Providing Meaningful Access to Services for Individuals with Limited English Proficiency"

(https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=2013&menuID=6), including the Language Assistance Procedure manual

(https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=2014&menuID=6).

i. Describe the state's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers (MSFWs) and agricultural employers. How will the state ensure that MSFWs have equal access to employment opportunities through the state's One-Stop delivery system? Include the number of MSFWs the state anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center system.

Missouri's strategy to enhance and integrate service delivery for farmworkers will be changing from a centralized delivery to a local delivery of agricultural services throughout the state. Beginning May 2010, implementation of the following strategies throughout the state will result in the inclusion of employment services for the agricultural community in all Career Centers in the state.

1. **Training:** The first and most important step is to educate the regions in agricultural services requirements, as well as program requirements. Region wide training will begin in May 2010.

2. **Agricultural Blueprint:** Each region will determine how they are going to meet their agricultural demands by identifying their agricultural sector, commodities, and agencies that support the growers in their region and agricultural associations. This research will provide the initial foundation for their local agricultural plan.
3. **Outreach:** Outreach will need to be conducted to identify the agricultural employer and worker. During outreach, assessment of employer and farmworker needs must be identified, such as barriers to employment, the need for supportive services, ESL, as well as employer labor and training needs. Identifying the agricultural employers and where the farmworkers live and work is extremely crucial to the success of their agricultural plan.
4. **Partnerships:** Identify and then seek out meaningful alliances between the local area and Migrant Service Providers (MSPs) in their region. Partnerships can include faith-based, community-based and other organizations, such as Missouri Migrant Education, etc.
5. **Coordination of Services:** The coordination of services, establishment of referral systems and linkages ensures that a variety of farmworker and employer needs are met. Local area knowledge has proven invaluable when establishing agricultural services that are extremely effective. Meaningful partnerships must be established to ensure smooth, coordinated and streamlined delivery of agricultural services by different sources. Service coordination should result in a process that saves time by linking to multiple programs in one system, which in turn reduces paperwork and duplication.
6. **Implementation:** Local agricultural plans should positively impact and sufficiently penetrate the agricultural community in each region. Each plan must align itself with local, state and federal laws, ensure seamless accessibility for all agricultural clients, meet the demands of the agricultural community, and reflect their own agricultural uniqueness. In addition, each plan should promote sustainable agricultural growth, meet the demands of their regional communities, be flexible, inclusive and fully engage the agricultural clients to Missouri's workforce system.

This new focus will not only promote One-Stop services to the agricultural customers, the outreach component will continually build the capacity of the One-Stop. These strategies and methods of collaboration, coordination and service delivery enhancements should lead to optimal use of the One-Stop by the agricultural employer and worker. Missouri Career Centers currently anticipate reaching over 600 farmworkers through outreach efforts which are concentrated in the Bootheel region of the state.

The state's comprehensive limited English proficiency (LEP) plan is critical to ensuring MSFWs equal access as with all participants of the One-Stop system. The state will provide training in language assistance matters, to improve staff capacity when assisting LEP individuals, thus ensuring employment and training opportunities are equal for all.

5. Priority of Service

a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (ss112(b)(17)(A)(iv) and 134(d)(4)(E))

The state has directed local workforce investment boards to address priority of service in their local plans. The plans must contain a description of the criteria used by the board to determine whether funds allocated to a local area for adult employment and training services are limited, and the process by which any priority will be applied by the One-Stop operator.

b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act [P.L. 107-288][38 U.S.C. 4215], that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (September 16, 2003)]?

Veterans' priority is a requirement in all programs funded wholly or in part by DOL. Missouri will provide priority of service as codified at 38 United States Code (U.S.C.) Section 4215, Training and Employment Guidance Letter (TEGL) No. 05-03, 20 CFR Part 1010, and Division of Workforce Development (DWD) Issuance 09-2008. The DWD has initiated the following actions to assure compliance with priority of service requirements. Electronic data systems have been modified to capture covered person status of individuals and provide required priority of service information when individuals identify themselves as covered persons. An issuance requiring local workforce investment boards to incorporate priority of service into delivery points practices has been issued; current and future contracts have been modified to contain priority of service language; training is being provided to impacted entities; and publications have been developed to provide covered persons with information required by 20 CFR Part 1010.

Local boards will develop policies for the delivery of veterans' priority of service by each Career Center and at other points delivering DOL funded services to include all contractors and sub-contractors. These policies must establish processes to ensure that covered persons are identified at the point of entry so they are able to take full advantage of priority of service. These processes shall ensure that covered persons are aware of:

- (1) Their entitlement to priority of service;
- (2) The full array of employment, training, and placement services available under priority of service; and
- (3) Any statutory eligibility requirements for those programs and/or services.

A poster has been developed that urges covered persons to self-identify at the Career Center point of entry. The processes for identifying covered persons will not require verification of the status of an individual as a veteran or eligible spouse at the point of entry, unless they immediately undergo eligibility determination and enrollment in a program.

Since qualified job training programs may offer various types of services including staff-assisted services, as well as self-services or informational activities, policies must ensure that priority of service is implemented throughout the full array of services provided to covered persons by the training program.

Three categories of qualified job training programs affect the application of priority of service: universal access, discretionary targeting, and statutory targeting. To obtain priority, a covered person must meet the statutory eligibility requirement(s) applicable to the specific program from which services are sought.

- (1) *Universal access programs* that operate or deliver services to the public as a whole and do not target specific groups are required to provide priority of service to covered persons.
- (2) *Discretionary targeting programs* are those that focus on a particular group, or make efforts to provide a certain level of service to such a group, but do not specifically mandate that the favored group be served before other eligible individuals. Priority of service will be applied before the discretionary targeting is applied. The covered person must receive the highest priority for the program or service, and non-covered persons within the discretionary targeting will receive priority over non-covered persons outside the discretionary targeting.

(3) *Statutory targeting programs* are derived from a federal statutory mandate that requires a priority or preference for a particular group of individuals or requires spending a certain portion of program funds on a particular group of persons receiving services. These are mandatory priorities. Recipients must determine each individual's covered person status and apply priority of service as described below:

- (i) Covered persons who meet the mandatory priorities or spending requirement or limitation must receive the highest priority for the program or service;
- (ii) Non-covered persons within the program's mandatory priority or spending requirement or limitation, must receive priority for the program or service over covered persons outside the program-specific mandatory priority or spending requirement or limitation; and,
- (iii) Covered persons outside the program-specific mandatory priority or spending requirement or limitation must receive priority for the program or service over non-covered persons outside the program-specific mandatory priority or spending requirement or limitation.

Show Me Heroes is the Governor's initiative designed to provide veterans with more access to available job openings. Employers are recognized for agreeing to consider veterans when filling job vacancies. The effect is to move veteran's résumés to the "top of the stack."

D. Rapid Response (112(b)(17)(A)(ii))

1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and chief elected officials. If Rapid Response activities are shared between the state and local areas, describe the functions of each and how funds are allocated to the local areas.

The Division of Workforce Development (DWD) is the state entity responsible for providing Rapid Response services and is designated to receive Worker Adjustment and Retraining Notification (WARN) notices from companies when they are planning a closure and/or layoff. When DWD receives notification of a mass layoff or plant closing involving 50 or more employees, staff is required to contact the employer within 24 hours of notification to schedule Rapid Response meetings. Layoff or closures involving less than 50 workers are referred to the Local Rapid Response Coordinator for appropriate services, whether that be onsite or at the nearest One-Stop Center. The goal of Rapid Response is to facilitate services to the affected workers as quickly as possible. The DWD coordinates the Rapid Response activities with many agencies and organizations, including labor unions, when applicable; community leaders; non-profit service providers; the state departments of Economic Development, Labor and Industrial Relations, and Social Services; and the local dislocated worker contracting agencies. These entities work together to assist the workers by providing immediate, on-site services, and information about reemployment assistance and other supportive services.

On receipt of a WARN notice or notice of a plant closure or mass layoff, the state Rapid Response Unit (RRU) notifies the local WIB where the layoff will be affected. At this time, the chief local elected official receives written notice from the RRU as soon as contact with the employer is made and Rapid Response meetings are scheduled.

State level WIA 25 percent Rapid Response funds are used to fund DWD's RRU and to fund local area Rapid Response staff. State level WIA 25 percent Rapid Response funds also fund an information hotline through the University of Missouri Extension services for dislocated workers, providing employment information and referrals to the nearest Career Center for services. In addition, the Missouri AFL-CIO receives funds to provide Worker Transition Team assistance to dislocated workers and the UAW provides liaison services. A significant portion of the WIA 25 percent Rapid Response funds are set aside through DWD or the Missouri Department of Elementary and Secondary Education for emergency assistance to help

dislocated workers from a particular layoff or closing. These funds are distributed to the local areas based on the relative need for assistance when it is apparent the local area does not have sufficient resources.

With the implementation of the NGCC, the need for the 25 percent funds may be determined at the time of layoff to insure readily available funds to meet this immediate need. This will also allow for services to be provided pending a Trade Act Petition approval or a National Emergency Grant.

2. Describe the process involved in carrying out Rapid Response activities.

a. What methods are involved in receiving notice of impending layoffs (include WARN Act notices, as well as other sources)?

The Missouri DWD is re-engineering the States RRU to improve the delivery of pre and post layoff service to workers facing the loss of their jobs. Following the lead of the DOLETA DWD has is incorporating the Quality Principles developed by ETA into the framework of the NGCC system. These Quality Principles have helped us move RR from the basic delivery of information to taking a serious role in the delivery of services at the NGCC. Information regarding the layoff such as the types of products and services skill sets and the individual workers skill needs become the driving factor in helping the customer evaluate their skills development needs for advancing in their career. This proactive role also allows the RRU to evaluate employers need for business retention or layoff aversion services available through the NGCC system.

WARN Act notices are received by the DWD Director and immediately forwarded to the Rapid Response Unit. Information about layoffs is received from various sources including local economic development staff, local WIB Rapid Response staff, newspapers, union officials, Career Center staff, employers, employees, relatives of employees, public officials, and other interested parties. This information is then provided to the assigned Rapid Response Coordinator, who then contacts the employer and activates the Rapid Response Team.

b. What efforts does the Rapid Response team make to ensure that Rapid Response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?

The DWD practice for coordination of Rapid Response meetings requires it to be the priority of the RRU to make immediate contact with the business to request that Rapid Response meetings be held prior to the layoff, on site, and on company time, to explain the benefits of doing so for the employer, as well as the employee. Meetings are then set up in a collaborative manner. When unions are involved, a member of the Missouri AFL-CIO and the UAW are asked to attend the employer meeting and work with the union to assist, as needed.

c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?

Informational meetings are held to provide information to affected workers regarding:

1. Re-employment services available at the Missouri NGCC's
2. UI benefit information and how to access it
3. Trade Act information for potentially eligible workers
4. Community and Faith Based assistance available
5. Organized labor assistance including Transition Teams, Peer Counseling, and Workshops

6. Collect information from the laid off workers through a survey process which can auto tabulate results which are then shared with partners in further developing the action plan for the event
7. Job and Educational Fairs
8. Labor market information

Dislocated Worker 25 percent funds are available for Rapid Response events and statewide contracts to assist the laid off workers, these include:

1. Additional training funds administered by the Missouri Department of Elementary and Secondary Education
2. Establishing layoff specific onsite Transition Centers
3. Labor liaison contracts with the UAW and the AFL/CIO
4. Missouri University Extension Services contract to provide onsite workshops which may include Career Options, FastTrac NewVentures, and personal financial management.

Bridge funds for layoff events while awaiting approval of a Trade Act Petition, or NEG:

Determining the appropriate Rapid Response services begins with the initial notification of a potential layoff event. The Rapid Response staff begins by evaluating the layoff information through interviews with the employer and unions. The staff evaluates the previous history of the company and/or industry, determines if the business may meet Trade Act eligibility, and discusses the event with local workforce development, economic development staff and UI staff. The meeting will be customized by the state Rapid Response staff to ensure the needs of the employer and the employees are met at the initial meeting. Follow-up information gained at the meetings is used to design additional services that can be provided.

In working with the employer and labor groups, the Rapid Response staff will utilize the time available and the willingness of the employer to provide pre-layoff workshops or incorporate them in with the labor activities associated with the layoff. This is all coordinated with the programs available through the Career Centers.

3. How does the state ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?

Rapid response meetings provide information to the laid off workers and employers within the framework of the Next Generation Career Centers (NGCCs). The NGCCs now address the customers in the following manner -- program eligibility, skill assessment, job placement, and skill development. Lines of communication between the Rapid Response Team and the NGCC have been established so that when the Rapid Response Team begins planning for a layoff event the NGCC is brought into the planning process. When the Rapid Response meetings occur and the customers begin coming in for services, the NGCC staff are aware of their circumstances and the plan of services available to these workers. This is particularly necessary when pre-layoff services are being provided so they will be incorporated into the customer's career development plan.

4. Describe how Rapid Response functions as a business service. Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available

during layoffs? How does the state promote Rapid Response as a positive, proactive, business-friendly service, not only a negative reactive service?

Initial contact with an employer provides the Rapid Response staff the opportunity to interview the employer to determine the nature of the layoff and explore possible ways to avert the layoff. The Rapid Response staff has various tools available to them that they can provide to assist the employer. The Rapid Response staff maintains a working relationship with the Division's Business Services Section, as well as the Department of Economic Development's Business and Community Division. Based on the business customers needs, referrals can be made to get them the resources they can access.

Due to the relationship with the DWD Business Representatives and the DWD Business Services Section, and the Department of Economic Development, DWD staff is always a resource in retention efforts. The Workforce Division is an important piece of the puzzle in any economic development efforts to save jobs in Missouri with access to recruitment, training, tax credit, and other needs.

Rapid Response services are often an integral part of Missouri's economic development services and workforce educational process. It is promoted as the link between the employers needing skilled workers and bringing the workforce to the skills these employers need. Rapid Response is promoted as a proactive employment program. Pockets of skilled labor availability associated through large layoffs are used as part of economic development incentive packages.

5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?

One of the major strengths of the Missouri Rapid Response program is the consistency it has operated with over the past 20 years during which relationships with our partners has been refined. Partners take ownership of their roles as team members. Roles have been defined and a seamless delivery of service is provided and they take ownership of being a partner in the early warning network. Additionally, pre-layoff services have been a standard in Missouri's response to layoffs. Through the partnership with the Missouri AFL-CIO, the Division is able to establish and train Transition Teams. This training brings together the majority of local resources the workers may need during their period of layoff and provides them with the information to share regarding how workers can access these programs. The Division's relationship with the UAW provides the workers another avenue to access information from peers they have worked with over the years.

The University of Missouri Extension Service has been a partner on the Rapid Response Team for over 20 years. They provide a hotline easily accessible to laid off worker where the workers can call and talk with knowledgeable staff about re-employment issues and receive information about educational programs and financing, résumé writing, and searching for a new job. In addition, they are able to provide three workshops that have become a valuable asset in the pre-layoff program. These workshops include "Career Options," "FastTrac NewVenture" entrepreneurial workshops, and "How to Manage Your Finances," each of which can be delivered locally and timely to the affected workers in the layoff.

The Department of Elementary and Secondary Education (DESE) also has become a valuable partner in this process, as they help maintain the state's approved list of training providers and makes it available online and easily accessible to the workers as a resource in helping them develop a training plan. DESE also administers and tracks participants enrolled in training programs for 25 percent and NEG training funds.

The local Rapid Response coordinators maintain relationships with local economic development programs and social services programs which allows services to be quickly brought into the planning for the Rapid Response event.

6. What system does the Rapid Response team use to track its activities? Does the state have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?

The DWD utilizes a comprehensive data recording system and is referred to as Toolbox 2.0 for all programs. For the dislocated worker programs, this includes Rapid Response activities, Trade Act and National Emergency Grants, as well as the WIA Dislocated Worker Program. All activities including Wagner-Peyser are recorded for the individual participant.

7. Are Rapid Response funds used for other activities not described above (e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events)?

The state provides a percentage of 25 percent Rapid Response funds to each region to ensure adequate training funds are available for dislocated workers. The funds are disseminated and tracked through DESE and each region may request these funds to meet their needs for dislocated worker training. As funds remain available, regions may request additional funds to supplement formula funding in the case of unusually large layoff events.

E. Youth

ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships, and enrollment in community and four-year colleges. (s112(b)(18))

1. Describe your state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need, as described above. Include any state requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting or have disabilities. Include how the state will coordinate across state agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (s112(b)(18))

One of the primary goals of the state's youth services plan is to increase and improve the integration of services to at-risk and the neediest youth including youth in foster care, youth in the juvenile justice system, homeless and runaway youth, school drop-outs, children of incarcerated parents, migrant youth, and youth with disabilities.

As described in Sections I.E. and II, Missouri has several strong initiatives in place for building the skills of younger workers, namely: the Children's Service Commission, Youth Independence Interdepartmental Initiative Committee, Jobs for Missouri Graduates (JMG), Children in Nature Challenge and the State Parks Youth Corps.

Additionally, the Missouri Division of Workforce Development has also requested TANF Contingency funds to operate a 2010 Summer Youth Program. The summer youth program will provide low-income youth ages 14–21 with summer employment opportunities at public or private worksites. The program will target high school, college students and dropouts to provide an opportunity for exposure to a possible career of interest and/or field of study. The program will be implemented through the Local Workforce Investment Boards (WIBs) who will contract with local service providers to operate the program or operate it themselves. The service providers will coordinate with local schools, community organizations and other partners to engage

youth and businesses to implement the NGJT successfully. The youth will work an average of 240 hours throughout the months of June-September 2010.

Missouri will collaborate with the agencies involved in these endeavors to insure that seamless services are made available to the neediest youth. The initial steps in this process will be to identify the commonality of the newly defined youth target population. This will then allow for the mapping of existing services and identifying gaps in services. Local Youth Councils will then be able to engage with the local agencies listed above to create a comprehensive delivery system that meets the career development needs of the at-risk and neediest youth population.

2. Describe how coordination with Job Corps and other youth programs will occur. (s112)(b)(18)(C))

Missouri Career Center staff will contact staff from one of the three Missouri Job Corps Centers or the staff of Dynamic Educational Systems, Inc. contracted to provide Job Corps outreach, assessment and placement services. If the customer is in need of services to be provided by other agencies, he or she will need to contact the appropriate admissions case manager to coordinate services.

If the customer is being provided services by another partner (WIA, CAP, METP or PFS), coordination of services will occur to make the best use of available funding resources.

The Title I youth service provider will use the referral process of the region (unless the customer is already enrolled in WIA). This referral will include copies of age verification, social security number, and citizenship documentation in an effort to reduce duplicate requests for information.

Should the youth be dually-enrolled, the WIA Title I Youth service provider and admissions counselor will work together with the customer to develop a service strategy for before, during, and after Job Corps participation.

3. How does the state plan to utilize the funds reserved for statewide activities to support the state's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:

a. Utilizing the funds to promote cross-agency collaboration;

In 2010, the Division of Workforce Development implemented a State Parks Youth Corps Program using Recovery Act statewide discretionary funds. This initiative is a partnership between Missouri's Division of Workforce Development, Department of Natural Resources' Division of State Parks and the 14 local workforce investment boards to develop a conservation project that aims to entice youth to participate in environmentally-focused green jobs at Missouri's state parks during the summer months. This project will provide youth the opportunity to learn about preserving our natural resources and become knowledgeable about Missouri's state parks and historic sites while introducing and reinforcing the rigors, demands, rewards, and sanctions associated with holding a job.

The Missouri Division of Workforce Development is also collaborating with the Missouri Family Support Division to operate a 2010 Summer Youth Program using TANF Contingency Funds. . The summer youth program is will provide low-income youth ages 14–21 with summer employment opportunities at public or private worksites.

b. Demonstration of cross-cutting models of service delivery;

In 2009, Missouri provided \$5,100,000 in Recovery Act statewide discretionary funds to implement a statewide Next-Generation Jobs Team (NGJT) program designed to provide eligible youth with employment opportunities. The NGJT 15 percent WIA allocation targeted 16–24 year-old high-school and college students and provided these youths an opportunity for exposure to a possible career of interest and/or field of study. The program was implemented through the 14 local workforce investment boards (WIBs) and served more than 7,000 youths. Summer youth participants were

recruited by a network of service providers and educational institutions partnering with local WIBs. After an assessment, the youth were placed in positions that provided “world of work” experience and exposure to career opportunities within fields of study or interest.

Continuing this program’s success, Missouri is implementing the State Parks Youth Corps (SPYC) as described in E (1) beginning the summer of 2010 using remaining statewide Recovery Act funds and partnering with the Local Workforce Investment Boards.

Missouri has implemented 16 Jobs for Missouri Graduates (JMG) sites in six local workforce investment regions. These sites served about 1,200 participants during the 2007–2008 school year through a contract with local WIBs located in St. Louis County, Ozark, South Central, Southeast, Southwest and Kansas City/Vicinity Regions, and collaboration with the Department of Elementary and Secondary Education (DESE), Department of Higher Education, local school districts, and area vocational schools,

The Jobs for Missouri Graduates (JMG) program is an affiliate model of Jobs for America’s Graduates. The JMG model is a statewide dropout prevention and workforce preparation program for at-risk youth delivered in the classroom through the support of school and business partnerships.

Missouri has implemented two applications to the JMG model: a School to Career program for seniors in high school and a Drop-out Prevention Multi-Year Program for students in grades 9–12. The ultimate objective of the JMG model is to help youth secure a quality job that will lead to a good career, either directly after high school or after further education at the post secondary level. Participants receive 12-month follow-up and support following graduation.

c. Development of new models of alternative education leading to employment; or

Jobs for Missouri Graduates is an excellent model for alternative education leading to employment. In addition, through a partnership with the Department and Elementary and Secondary Education (DESE) and local workforce investment boards, Missouri has implemented the “I Can Learn” Educational Learning Systems. “I Can Learn” is a complete software and hardware computer package delivering standards-based algebra and pre-algebra mathematics courses to middle school and high school students. The “I Can Learn” classroom activities will be coordinated with regular math standards, including the Missouri Assessment Program (MAP) and other tests required by the State of Missouri.

d. Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.

With the Recovery Act funds, Missouri, through its 14 Workforce Investment Boards, was able to ensure that disconnected youth can reconnect through multiple pathways to education and training which enables them to enter and advance in the workforce.

e. Describe how your state will, in general, meet the Act’s provisions regarding youth program design. (s112(b)(18) and 129(c))

The Missouri Workforce Investment Board (MoWIB) develops recommendations regarding the improvement of the state’s employment and job training service delivery network. Youth Councils work in partnership with local WIBs to become the local planning body for youth development. Members collaborate with agencies, including education/alternative schools, and the Division of Youth Services and Family Support Division which can help make that connection with the neediest youth population.

Strengthening youth partnerships is an ongoing effort to ensure a continuous investment in next generation talent from non-traditional and diverse sources. This makes it possible for an effective transition from foster youth and juvenile justice programs into adulthood with an emphasis on skills, readiness and economic self-sufficiency so program participants will be able to contribute to the Missouri economy.

F. Business Services (ss112(a) and 112(b)(2))

Provide a description of the state's strategies to improve the services to employers, including a description of how the state intends to:

1. Determine the employer needs in the local areas and on a statewide basis.

Each local workforce region has an integrated Business Services Team, made up of workforce system staff whose mission is to connect employers with a skilled workforce. Business Teams meet on a regular basis to discuss, coordinate and develop strategies to meet specific business and industry needs.

Each local Business Services Team has established strategies to determine business needs in their region, including the development of surveys, use of labor market information, and involvement and coordination with local chambers of commerce, local economic development agencies, regional planning commissions, community colleges, human resource groups and other local business organizations. In addition, the teams hold regional collaboration meetings that include community college industry specialists and local and state economic developers. These meetings provide another forum for information sharing regarding regional business needs.

Missouri Employer Committees (MECs) have been established throughout the state, representing over 4,000 Missouri employers. MECs are groups of employer representatives who serve as advisors to the Division to identify and address local employment needs, challenges and workforce issues.

2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

Business Services Teams, as described in Section IX.F.1., ensure business services are integrated and coordinated with all partner agencies in their respective regions, resulting in a demand-driven system. Through close coordination with multiple agencies, including chambers of commerce, local economic development organizations, and community colleges, Business Services Teams are more resourceful and able to ensure the needs of businesses are met.

Business can easily access assistance from a Business Services Team. Career Center staff can quickly connect a business with the Business Services Team. MissouriCareerSource.com and DWD's website offer quick access to information on business services, as well as Business Representative contact information. In addition, every new business registrant in MissouriCareerSource is contacted by a Business Representative to offer additional workforce system services.

3. Streamline administration of federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b) and s112(b)(17)(A)(i))

All Career Center staff with business outreach responsibilities are trained and well versed on the Work Opportunity Tax Credit Program (WOTC). WOTC is a core product in business services activity and is discussed with customers as a service that will help them offset the cost of hiring a jobseeker that might not be fully qualified for their position.

Information about the WOTC program is easily accessible through multiple means. Program information can be obtained at all Missouri Career Centers, through the Department of Economic Development and DWD websites, and by phone through an 800 number that is answered by WOTC staff. In addition, WOTC is regularly marketed at career fairs and business expos throughout the state.

Missouri has developed a WOTC Employer Guide that contains all necessary program information, forms, and simplified filing instructions. Employer Guides are available in all Career Centers, through partner agencies and can be ordered through the 800 number.

G. Innovative Service Delivery Strategies (s112(b)(17)(A))

1. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals.

The NGCC initiative is being implemented July 1, 2010 to provide innovative service delivery strategies that will respond to customers seeking the products and services offered through the Career Center, while concurrently transforming the centers to a truly integrated service delivery. It should also be noted that the remaining funds under the WIA Recovery Act services are integrated within the centers. (This includes the summer youth program and the State Parks Youth Corps.) Due to current economic conditions, the following bullet points reflect the new strategies that the state is modeling in the new Missouri Career Centers.

- WIA Title 1 and Wagner-Peyser programs will be the operational backbone of the Career Centers. Consequently, these programs will be the initial focus of a customer-focused, skill-based, integrated service strategy.
- All Career Center customers will be enrolled in the performance pool of both the WIA Title 1 Adult Program and Wagner-Peyser Program during the first center visit, or as soon as possible. All Trade Act customers will also be enrolled in the performance pool of the WIA Title 1 Dislocated Worker Program.
- The state will strategically use youth, dislocated worker and adult statewide funds to deliver innovative services quickly.
- An integrated customer flow will be implemented that responds to customer needs - not program requirements. Staff-supported services will be emphasized and center services will be continuously promoted and provided until the customer's goals have been achieved. This integrated flow will include three major functions: welcome, skill development and employment.
- Integrated, cross-trained staff teams with functional leadership which will include both Wagner-Peyser and WIA Title 1 funded employees, will be the focus in providing assigned functions – it will no longer be viewed as siloed programs.
- The state and its 14 workforce investment boards are actively working to streamline service delivery by removing bureaucratic silo barriers and waste.
- The Missouri Career Centers will support a full range of products and services to meet the demands of a universal population of customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such supports as needs-based payments, basic skills remediation, English as a second language, and supportive services.
- A renewed emphasis will be on developing sector strategies that target high-growth industries including green industries, healthcare, life sciences, emerging technology and advanced manufacturing.
- The new NGCC Missouri Career Centers will focus on increasing the number of career center customers accessing skill development and training services.
- Another goal of NGCC will be to ensure education and training delivered through the career centers results in education and workforce skills of demonstrated value, and focus assessments and certifications towards the next level of education and employment.
- The state has implemented a policy requiring WIBs to enroll a minimum of 50 percent of WIA Adult and Dislocated Worker customers into training services, including on-the-job training, short-term certified and/or credentialed training, and traditional one, two and four-year degree programs.

- Provide targeted work experiences to prepare individuals for job opportunities in new industries or occupations, particularly using registered apprenticeship and on-the-job training for all jobseekers, and summer work experience for youth.
- Align workforce activities with education strategies and economic and community development strategies to meet skill needs of jobs and industries important to the local and regional economies and meet the needs of under-skilled adults.
- NGCC is moving beyond the WIA common measures that focus exclusively on silo and programmatic performance measures, to value-added service delivery.
- Prepare to meet new performance expectations: success defined through new, quality service metrics at state, center and team levels. The state is finalizing the statewide metrics, while training is on-going at the time of writing this plan for the center-based and team-based metrics.

2. If your state participates in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the state's overall strategy for workforce investment.

Missouri is not participating in ETA's Personal Re-employment Account demonstration project.

H. Strategies for Faith-Based and Community-Based Organizations (s112(b)(17)(i))

Reaching those most in need is a fundamental element of the demand-driven system's goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the state. Outline those action steps designed to strengthen state collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the state's workforce investment areas to help meet the objectives of the Workforce Investment Act.

The state board approved the following faith-based/community-based organization policy at their quarterly meeting on October 12, 2005:

The Missouri Workforce Investment Board (MoWIB), as the State Workforce Board, acknowledges the importance of Faith-Based and Community Organizations (FBCOs) as partners in the delivery of the services provided by the talent development system. Missouri is a diverse state with a variety of labor markets within the area governed by each local workforce investment board (WIB).

MoWIB recognizes the importance of allowing the various workforce regions to determine the most appropriate methods in which to partner with FBCOs. Further, MoWIB assigns each local WIB the ability to define specifically who is included as an FBCO within their local region, if the local WIB's definition complies with applicable laws.

Therefore, MoWIB will serve in an advisory role to the local WIBs in relation to FBCOs by:

- Working with the local WIBs to develop marketing strategies encouraging local WIBs to establish programs geared towards partnering with the FBCOs.
- Encouraging local WIBs to:

- ❖ Include members of faith-based organizations to work with representatives familiar with a broad range of other community groups and service providers.
 - ❖ Designate a staff member as a liaison between the particular local WIB and FBCOs.
 - ❖ Partner with FBCOs that already perform services supplemental to those provided by the Career Centers including developing One-Stop access points at FBCOs.
 - ❖ Ensure that information on MoWIB and the local WIB websites regarding applications for grants or becoming service providers is useful to non-profit organizations seeking to partner with the local WIB.
- Providing local WIBs examples of promising practices from other states.
 - Assisting local WIBs in reporting the statistics on FBCO partnerships. Monitoring those partnerships shall be the responsibility of the Missouri Division of Workforce Development, to ensure they do not violate any laws prohibiting public funding to promote a specific religious doctrine.

The Division distributed DWD Issuance 02-2006, which implemented Missouri's policy permitting the use of WIA Title I financial assistance to employ or train participants in religious activities when assistance is provided indirectly. This issuance is consistent with USDOL's Training and Employment Guidance Letter 1-05, dated July 6, 2005. Specifically, the issuance defines "indirect financial assistance;" requires local workforce investment boards to adopt a similar policy; and assigns DWD the responsibility of monitoring compliance with this policy and providing training on the provisions of 29 CFR Part 2, Subpart D.

The DOL SHARE Network initiative has been the primary focus of DWD's strategy for faith-based and community-based integration into the workforce system. Utilizing existing staff and resources, DWD has embraced the vision and invited each workforce investment board to participate actively in Missouri's SHARE Network.

X. STATE ADMINISTRATION

A. What technology infrastructure and/or management information systems does the state have in place to support the state and local workforce investment activities, such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a state job-matching system, web-based self-service tools for customers, fiscal management systems, etc? (ss111(d)(2), 112(b)(1) and 112(b)(8)(B))

The State of Missouri's workforce information system consists of a public portal, MissouriCareerSource.com and a case-tracking system, Toolbox2.0, that is available to all staffers who provide service to our customers.

The Toolbox system provides a dedicated client record that contains a listing of the client's workforce services, activity dates, case notes, and performance outcomes.

MissouriCareerSource.com, utilizes O*NET codes to match job seeker skills to job skills entered by employers into a job order. MissouriCareerSource.com (MCS) and Toolbox utilize a common database, so the registrant information from MCS automatically feeds into a preliminary Toolbox record. When a client needs more services than the self-service activities of job search, he or she can be easily enrolled into staff-assisted services. The MissouriCareerSource.com site also contains links for other workforce services as well as Unemployment Insurance four-week reporting (when used at a Missouri Career Center).

DWD continues to invest in redesigning the state job-matching system to meet the needs of our customers better. We have added job matching enhancements that will connect job seekers to careers that better fit their skills and interests. Our employer matching system will provide better quality service by matching job seekers to jobs that fit the employer needs. DWD has also added a state and local newsletter capability that will provide updates on employment events, local/state employment news, and new programs/ services

offered in our career centers. We are also adding a virtual resource room that will provide job seeker and employer handbooks on our services. This virtual resource room will provide workshops on résumé building, interviewing skills, customer service and many other employment related workshops.

With the implementation of Next Generation Career Center concepts, MCS will provide a continually expanding list of products and services that are available and will provide additional links/access to many of those services. DWD has also linked to several social networks to bring awareness to our job matching system and career centers to a wider audience.

B. Describe the state's plan for use of the funds reserved for statewide activities under WIA s128(a)(1).

Missouri's WIA state 15 percent funds will be used as follows:

The state will set aside 5 percent for state-level administration of adult, dislocated worker and youth activities under WIA. The remaining 10 percent will be distributed for statewide activities required and allowed under state 15 percent activities in accordance with WIA.

All required WIA 15 percent activities will be funded and several allowable WIA 15 percent activities will also be funded by DWD.

WIA 15 percent funds will be used to fund DWD staff who will be responsible for dissemination of the eligible provider lists for youth activities, on-the-job training, and customized training.

Funds will be set-aside for incentive grants to the local areas for regional cooperation between WIBs and for local coordination of WIA activities. However, to be eligible for these grants, local areas must meet certain performance criteria.

Local areas in danger of not meeting performance standards will receive technical assistance from state staff funded with WIA 15 percent funds.

A relatively significant amount of the WIA 15 percent funds will be set aside for the implementation and operation of the Next Generation Career Center system in Missouri. Priorities for funding the Next Generation Career Center system include assistive technology, outreach and informational materials, system automation including hardware and software, and funding for adult, youth, and dislocated workers activities at the Career Centers in the local areas.

Evaluations of adult, dislocated workers and youth will be funded in consultation with local WIBs. Specifically, funds will be set aside for DWD staff to conduct follow up and continuous improvement of activities and programs.

Funding set aside for Capacity Building and Technical Assistance may include the following activities: project development, staff development, Labor Market Information Technical Assistance by MERIC and DWD staff, Governor's Conference, Youth Council development, and other technical assistance staff costs.

Funds may be available for conducting research and demonstrations depending on other priorities and available funding.

Other initiatives funded from 15 percent include Show Me Hero, State Parks Youth Corps, Jobs for Missouri Grads, and green and accelerated training.

Finally, the cost of preparing and submitting the Annual Performance and Progress Report to the Secretary of Labor will be funded from WIA 15 percent funds.

C. Describe how any waivers or workflex authority (both existing and planned) will assist the state in developing its workforce investment system. (ss189(i)(1), 189(i)(4)(A) and 192)

The currently approved waiver that has had the biggest impact on Missouri's workforce system has been the Common Measures Waiver. This waiver has allowed the state to move forward with enhancing the statewide reporting system and improving the ability for the state to collect data providing critical information about the customers being served and how well they are being served. Missouri's Toolbox system and MoPerforms has allowed management to receive quality reports and allows planning new innovative strategies with better data to make critical changes within the system. The state's three other waivers are allowing the local regions to have more flexibility when it is needed.

D. Performance Management and Accountability

Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in-place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the state measures the success of its strategies in achieving its goals, and how the state uses this data to improve the system continuously.

The state has implemented JOBSTAT teams to further analyze critical performance factors, measure the success of selected strategies and focus on continuous improvement. JOBSTAT is made up of state lead staff in performance monitoring and local staff. Local JOBSTAT representatives are locally nominated by board directors as representatives from each LWIA, as well as a few subject matter experts representing programs and special populations in each region. Together, quarterly meetings are held among JOBSTAT to review performance goals, impacts to measures and strategies for the continuous improvement of performance.

Missouri provides an innovative and highly effective performance accountability structure by contract with a private vendor. The FutureWorkSystems, Inc. provides Missouri a performance and management decision support tool, called MoPerforms. This system allows constant monitoring of progress toward performance measures for WIA, Wagner-Peyser, Veterans and Trade Act workforce programs. This tool will be used to track increases in services and participants for WIA Adult and Dislocated Worker customers. Additionally, by using processes developed for data extraction, monthly reporting of the required WIASRD items will also be possible.

It is estimated that because of the Next Generation Career Center initiative it will not be unusual to observe the "doubling" of participants and services provided because the system will use an automatic co-enrollment feature. The necessary program improvements and/or expansion efforts around this model will be observed from the data and implemented accordingly.

Together, these capacities for an effective case management and participant reporting tool in Toolbox 2.0 and use of the MoPerforms data reporting mean that strategy impacts on performance can be observed in the data much more thoroughly, more completely and far more frequently than has been supported by past systems. Data-based decision-making is feasible for executive meetings with agency leadership, the State Workforce Board, and for all staff teams charged with identifying issues and strategies for continuous improvement.

1. Describe the state's performance accountability system, including any state system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the state worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the state's previous outcomes, as well as with the state-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how

the levels will help the state achieve continuous improvement over the two years of the plan. (ss112(b)(3) and 136(b)(3))

The following chart is a comparison of DWD's actual PY 2009 performance with the negotiated PY 2010 and PY 2011 performance levels:

	PY `09 Actual Performance	PY `10 Negotiated Performance	PY `11 Negotiated Performance
WIA Adult			
Entered Employment	72.5%	65%	65%
Retention	81.4%	83%	83%
Average Earnings	\$11,117	\$11,000	\$11,000
Dislocated Worker			
Entered Employment	79.7%	65%	65%
Retention	88%	89%	89%
Average Earnings	\$13,746	\$12,000	\$12,000
Wagner-Peyser			
Entered Employment	58.1%	65%	65%
Retention	76.8%	81%	81%
Average Earnings	\$11,207	\$10,143	\$10,143
Youth			
Employment or Education	68.4%	62%	62%
Degree/Certificate	49.5%	43%	43%
Literacy/Numeracy	48.3%	35%	35%

Missouri has implemented a comprehensive Case Management System, Toolbox 2.0 that incorporates all DOL-funded programs and some State-operated programs, as well. The “umbrella” database is established from within the state’s Job-matching system, MissouriCareerSource.com, so that all those served with Wagner-Peyser funds are included in the initial data capture.

2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38, Chapters 41 and 42 (Veterans Employment and Training Programs) that the state tracks. (ss111(d)(2), 112(b)(3) and 136(b)(2)(C))

Missouri has identified several targeted applicant groups. These include dislocated workers, foster care youth transitioning to adulthood, at risk out-of-school youth, JMG participants, older workers, migrant and seasonal farmworkers, Hispanic workers (particularly those with limited English proficiency), workers with disabilities, and veterans. Each of these customer groups is indicated in the database system so they can be monitored for improved employment outcomes.

3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the state using to track and report them?

To maintain focus on the need for Missouri’s workforce to gain competitive skills, DWD will analyze skill achievements of participants. Although we will no longer be following the DOL definition of

“credential/certificate” since moving to Common Measures, the importance of relevant training and receipt of credentials will continue to be viewed as important. The state’s JOBSTAT Team has begun those conversations and will move to a common set of reportable items that will track continued skill improvement.

In addition, there will be a renewed focus on the Career Readiness Certificate (WorkKeys) as we move to implementation of the National CRC (NCRC). Providing and promoting this valuable certification will increase awareness of both the need for skill attainment and the importance of skills in the employment market. One of the major tenets of NGCC is the continuous improvement in Missouri’s skills and the competitive advantage that can be realized by skill improvement.

The NGCC Metrics will focus on the number of individuals who enter either a training service or another skill enhancement service, whether they achieve any credential with that service, and a focus on the NCRC. Additionally, we will be expecting quicker engagement of our Unemployment Insurance Claimant population in the system. We also plan to incorporate a more robust satisfaction measurement system for the employers we serve.

As already described in Section VI.A., NGCC performance metrics are being finalized with input from the local regions. The statewide NGCC metrics’ data will be collected in Toolbox and made available in reports through Toolbox and MoPerforms. Missouri’s intent is to meet both performance for common measures of WIA programs and monitor how successful the state is as we move towards a truly integrated delivery system through NGCC.

4. Describe the state’s common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your state accesses wage records), and how the statewide system will have access to the information needed to continuously improve. (s112(b)(8)(B))

The State of Missouri’s workforce system uses an internet-based case tracking system known as Toolbox 2.0. The Toolbox system provides a database, which collects customer information to be used for assessment, enrollment, customer tracking, and performance reporting of all of the programs operated by DWD. Front-line staff, within the One-Stop system, may access this data, to reduce duplication of information requested from the customer. Staffers also have the ability to read and enter case notes into customer records, which enhances this integrated service delivery approach.

Missouri uses several data base reporting components to ensure a common data system and reporting process meets USDOL requirements. First, Missouri continues to use the Data Reporting and Validation Software (DRVS) to initiate and verify reports from Toolbox 2.0. The DRVS data validation function is used, as well as in- house validation processes. The system also uses wage matching from the state-source earnings file, the Wage Record Interchange System (WRIS), and the Federal Employee Data Exchange System (FEDES).

Supplemental management reports beyond those required for federal reporting are also continuously evaluated. Data is gathered and maintained from both MissouriCareerSource.com (the state’s job matching system) and Toolbox 2.0 that allows Missouri to report aggregate and detailed information about customer activities (both self-service and staff assisted). Analysis of this data also provides information about outcomes to administrators, supervisors, and front-line staff. Missouri uses a private vendor-developed report generating tool from FutureWork Systems, Inc. to enhance reporting and analysis capacity further. This web based system, known as MoPerforms, also permits data validation and error checking as well as an enormous capacity for data sorting, creation of large number of data tables for reports and the ability to reconfigure these tables over time as necessary. All of these system features ensure there is an accurate common data system that is readily available for data-driven, decision support and continuous improvement in Missouri.

5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (ss111(d)(2) and 112(b)(1))

The MoWIB is in the process of establishing more effective means of communication between the local workforce investment boards and state board. The Chair of the TEAM organization, which is composed of local board leadership, has agreed to serve as the local WIB liaison to the state board. This liaison is responsible for ensuring a forum for local WIB communication to and from the state board. The implementation of the board's strategic plan will also increase collaboration through alignment measures and efforts to support information sharing between one-stop partners and stakeholders.

6. How do the state and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the state take if performance falls short of expectations? How will the state and local boards use the review process to reinforce the strategic direction of the system? (ss111(d)(2), 112(b)(1), and 112(b)(3))

The state and local boards in Missouri evaluate performance in a variety of methods, take appropriate corrective action and reinforce the strategic direction of the system when necessary.

The local boards meet to evaluate the attainment of performance goals on a quarterly basis. The local JobStat representative in each region is tasked with aiding the local board director in compiling and presenting outcome results taken from the MoPerforms online system. In most regions, these performance overviews are done even more frequently than quarterly.

Each local JobStat representative is also tasked with leading a local JobStat team (composed of operator and contractor staff) that meet quarterly or more frequently to monitor their performance in the interim between quarterly meetings. JobStat meetings within the regions serve to identify strategies or Career Centers, or programs, or contractors within them that are needing intervention to improve their performance and to identify other areas in the state that may provide resource assistance. Experience has shown that other regions exhibiting typical or exemplary performance examples serve as the best resources to be paired with regions that are failing in any area of performance.

Technical assistance strategies may include:

- Technical assistance from any DWD unit in all aspects of accountability. Consultations may be with WIB members, WIB staff, CLEOs, One-Stop operators, WIA Title I operators, and functional managers or subcontractors;
- When necessary, a written corrective action plan is provided;
- Continuous monitoring, quarterly accountability review, desk monitoring and/or on-site negotiation discussions when appropriate.

Whenever local performance falls short of prescribed goals, the Division enforces the Incentive and Sanctions Policy (Issuance 09-2009) according to the provisions of WIA law. The Division creates documentation of the outcomes under failed performance attainment and holds meetings with local WIB staff to collaborate in developing the appropriate corrective actions when feasible.

7. What steps has the state taken to prepare for implementation of new reporting requirements against the common performance measures as described in TEGL 15-03, December 10, 2003, Common Measures Policy? In addition, what is the state's plan for gathering baseline data and establishing performance targets for the common measures? NOTE: ETA will issue additional guidance on reporting requirements for common measures.

All of the employment outcomes discussed above use the Common Measures definitions as a basis for computation. These measures have been applied to all ETA programs. As DWD prepares to implement the

“Common Measures Waiver,” all tracking mechanisms and definitions are in place. DWD will use these mechanisms to establish reasonable targets within local areas and accumulate those to a proposed state target for each common measure for PY 2010.

8. Include a proposed level for each performance measure for each of the two program years covered by the plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the state must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provided will help them attain their statewide performance goals. (ss112(b)(3) and 136)

See Section X.D.1

E. Administrative Provisions

1. Provide a description of the appeals process referred to in s116(a)(5)(m).

The appeals process was described in Section VIII, A, 3.

2. Describe the steps taken by the state to ensure compliance with the non-discrimination requirements outlines in s188.

The Missouri Division of Workforce Development is responsible for implementing (WIA) non-discrimination regulations. DWD complies with the requirements as prescribed at 29 CFR Part 37.23 through 37.28 regarding Equal Opportunity (EO) Officers. Consistent with 29 CFR Part 37, Local EO Officers have been designated for each of the 14 Local Workforce Investment Areas. All are senior level employees whose other duties do not conflict with the responsibilities outlined for Local EO Officers. Resources within DWD support the state’s Equal Opportunity Program. Program operations within DWD provide staff support for planning and research, statistical data and other logistical support. The state WIA EO Officer is identified on all “Equal Opportunity is the Law” posters and other communication, such as the complaint guide, that is made available to all applicants and employees within the One-Stop system. This designation is required and the responsibilities include, but are not limited to, coordinating Subpart C of 29 CFR Part 37: Governor’s Responsibilities to Implement the Non-discrimination and Equal Opportunity Requirements of WIA. Notices are provided to all appropriate organizations including WIBs, One-Stop operators, administrative and local offices (including One-Stop partners) receiving WIA financial assistance. Missouri has established a notice and communication system that makes all covered individuals and interested members of the public aware of its obligation to operate WIA programs and activities in a nondiscriminatory manner. It also provides for the rights of covered individuals to file complaints of discrimination.

DWD has provided guidance to WIA grant recipients, WIB chairs, One-Stop operators and partners, local contacts, regional office managers and local EO officers regarding the required notice and communication system. “Equal Opportunity is the Law” posters in English and Spanish establish the state’s initial notification to address this element. The poster contains the required language as specified in 29 CFR Part 37.30. It also provides the name, address, telephone number and TDD number of the State WIA EO Officer. A list of Local Level EO Officers has been provided to the same. These posters are displayed prominently and conspicuously in areas frequented by the public and employees. All recruitment brochures and other materials routinely made available to the public include the following statements: “(agency name) is an equal opportunity employer with equal opportunity programs. Auxiliary aids and services are available on request to individuals with disabilities.” Where a telephone number is included on publications, a TDD/TTY number or equally effective means of communication with individuals with hearing impairment is also included.

The state has issued DWD Issuance 16-1999 (Change 4) on Equal Opportunity that outlines the discrimination complaint procedures to be utilized by the state EO officer and recipients. This procedure has been adopted statewide for all entities.

The procedure highlights the right of the complainant to file a complaint directly with USDOL's Civil Rights Center (CRC). In addition, the procedure discusses complaints may be filed alleging intimidation and retaliation. The complainant may also file with the CRC, if the Notice of Final Action issued by the state or the local WIB is not satisfactory. The process further provided that if there is no final resolution of the complaint within ninety days of the date the complaint is filed, the complainant is notified he or she may file his or her complaint with CRC within 30 days of the day the notice should have been issued. In addition, if the complainant is not satisfied with the Notice of Final Action, he or she has 30 days to file with CRC. Monitoring of regional compliance with Section 188 occurs during the annual Continuous Improvement Reviews.

XI. ASSURANCES

- A. The state assures that it will establish, in accordance with Section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under Sections 127 and 132. (s112(b)(11))
- B. The state assures that it will comply with Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –
 - 1. The state has implemented the uniform administrative requirements referred to in Section 184(a)(3);
 - 2. The state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under Section 184(a)(4); and
 - 3. The state has taken appropriate action to secure compliance with Section 184(a)(3) pursuant to Section 184(a)(5). (s184(a)(6))
- C. The state assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this plan. (s112(b)(12)(B))
- D. The state assures that veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, and the activities authorized in Chapters 41 and 42 or Title 38 US Code. The state assures that it will comply with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215)
- E. The state assures that the Governor shall, once every two years, certify one local board for each local area in the state. (s117(c)(2))
- F. The state assures that it will comply with the confidentiality requirements of Section 136(f)(3).
- G. The state assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (s181(b)(7))
- H. The state assures that it will comply with the nondiscrimination provisions of Section 188, including an assurance that a Methods of Administration plan has been developed and implemented. (s188)
- I. The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188. (s185)

J. The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority in Section 189(c) of the act), which are necessary to enter into grant agreements for the allocation and payment of funds under the act. The procedures and agreements will be provided to the state through the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

* General Administrative Requirements --

- ❖ 29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the act)
- ❖ 29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
- ❖ OMB Circular A-87 – Cost Principles (as amended by the act)

* Assurances and Certifications --

- ❖ SF 424 B – Assurances for Non-construction Programs
- ❖ 29 CFR part 37 – Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR 37.20
- ❖ CFR part 93 – Certification Regarding Lobbying (and regulation)
- ❖ 29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

* Special Clauses/Provisions --

Other special assurances or provisions as may be required under federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

K. The state certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. (The Labor Exchange Wagner-Peyser services are housed within the Division of Workforce Development under the Department of Economic Development.)

L. The state certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.

M. The state certifies that Wagner-Peyser Act funded labor exchange activities will be provided by merit-based public employees, in accordance with DOL regulations.

N. The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.

O. The state certifies it has developed this plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.

P. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially-assisted program or activity;

- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color or national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant application also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I financially-assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I financially-assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

Q. The state assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable federal and state laws and regulations.

Attachments

Attachment 1 -- Missouri Workforce Investment System Governance Structure

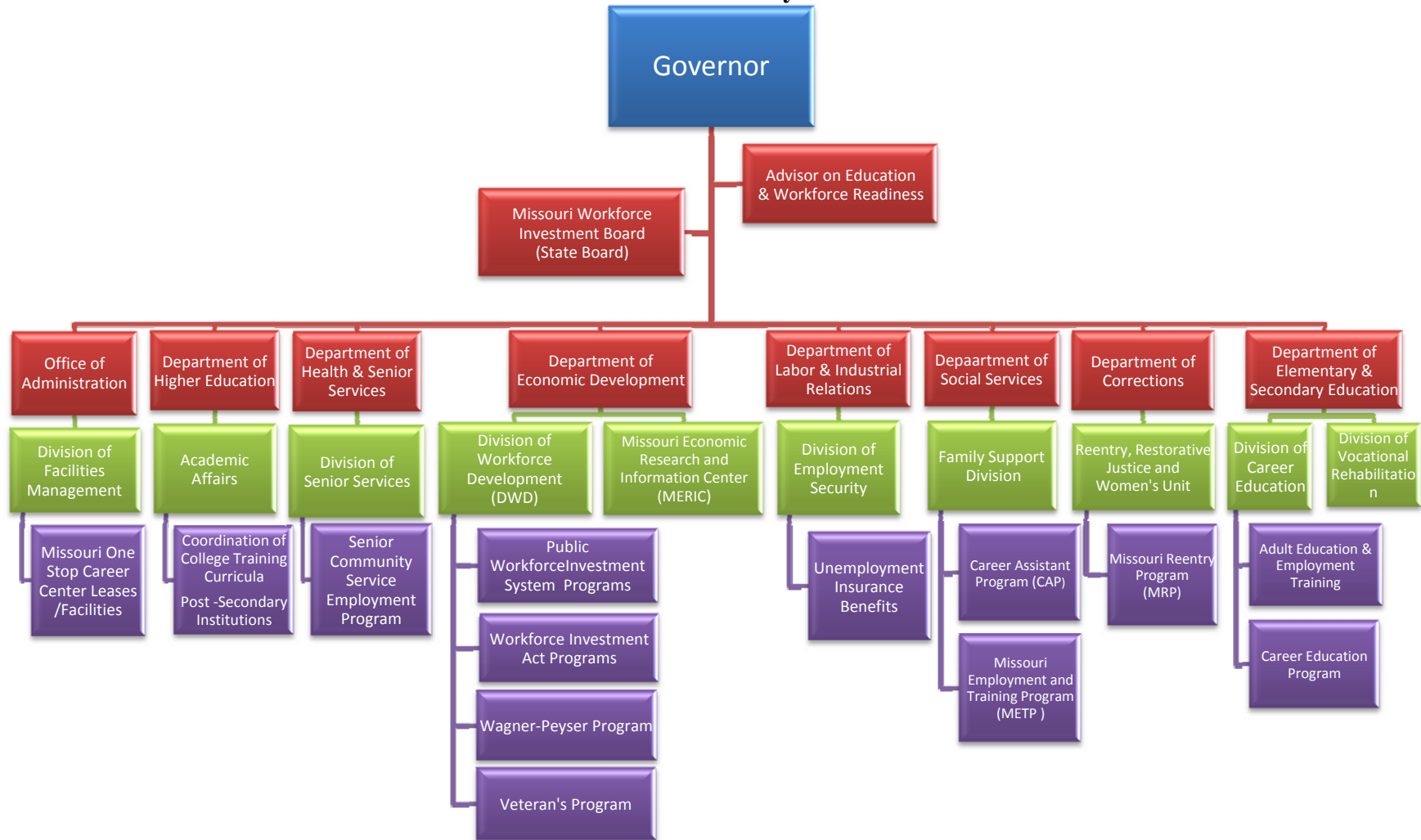
Attachment 2 -- Missouri Workforce Investment Board Membership Roster

Attachment 3 -- New 2010 Summer Employment Waiver Request

Attachment 4 -- Missouri Local Workforce Investment Regions (map)

Attachment 5 -- Complaint and Grievance Guide

Attachment 1
Missouri Workforce Investment System Governance Structure



Attachment 2
Missouri Workforce Investment Board Membership Roster

Michael Deggendorf, Chair	Kansas City Power & Light	Business
Matthew Aubuchon	The Boeing Company	Business
Garland Barton	DRS Technologies	Business
Neal Boyd	Aflac	Business
Fred Bronstein	St. Louis Symphony Orchestra	Business
Cara Canon	ProEnergy Services	Business
Don Cook	Capital International Communications	Business
Wayne Feuerborn	HNTB Corporation	Business
Keith Gary	Kansas City Life Sciences Institute	Business
Richard Gronniger	Altec Industries	Business
Byron Hill	ABC Laboratories	Business
Jeanette Prenger	ECCO Select	Business
LeRoy Stromberg	Alberici Constructors	Business
Joshua Tennison	American Stave Company	Business
Leonard Toenjes	Associated General Contractors	Business
Kelly Walters	The Empire District Electric Company	Business
Zeleva Harris	St. Louis Community College	Education
J. Gil Kennon	Mineral Area College	Education
Neil Nuttall	North Central Missouri College	Education
Martha Ellen Black	Susanna Wesley Family Learning Center	Youth Programs
Brenda Wrench	Urban League of Metropolitan St. Louis	Workforce Investment Provider
John Gaal	Carpenters District Council of Greater St. Louis	Organized Labor
Curtis Chick	Sheet Metal Workers International Union, Local #36	Organized Labor
Cheryl Thruston	Missouri AFL-CIO	Organized Labor
David Cramp	Presiding Commissioner, St. Francois County	Local Elected Official
George Lombardi	Department of Corrections	One-Stop Partner
David Kerr	Department of Economic Development	One-Stop Partner
Chris Nicaastro	Department of Elementary and Secondary Education	One-Stop Partner
Margaret Donnelly	Department of Health and Senior Services	One-Stop Partner
Robert Stein	Department of Higher Education	One-Stop Partner
Lawrence Rebman	Department of Labor and Industrial Relations	One-Stop Partner
Ronald Levy	Department of Social Services	One-Stop Partner
Deborah Price	Office of Governor Jay Nixon	Governor's Office Designee
Hon. Tim Flook	Missouri State Representative	Legislative Official
Hon. Wes Shoemaker	Missouri State Senator	Legislative Official
Hon. Tom Dempsey	Missouri State Senator	Legislative Official

Attachment 3

Summer 2010 Employment Waiver Requests

The following waiver requests have been approved by the US DOL, as indicated in the approval letter on pages vii through ix.

NEW 2010 SUMMER EMPLOYMENT WAIVER REQUEST

Specific Waiver Request: WIA youth formula funds and/or TANF funds - Flexibility to use the Work Readiness Indicator as the only Performance Measure and the ability to apply the program design flexibility for these co-enrolled youth.

Justification for this Waiver

Governor Nixon has charged the Division of Workforce Development (DWD) with the responsibility of providing Missouri Youth with opportunities to seek high quality jobs.

Building off the success of Missouri's 2009 Recovery Act-funded Next-Generation Jobs Team summer youth program, Missouri is implementing the State Parks Youth Corps (SPYC) in the summer of 2010. The SPYC will use Statewide Recovery Act Funds and WIA youth formula funds and will provide Missouri's youth the opportunity to gain valuable work experience to prepare for tomorrow's careers, while enjoying the beauty and grandeur of Missouri's state parks. The program will foster teamwork, social responsibility and respect for their environment; all important transferable skills necessary for the workplace.

In addition, the Division of Workforce Development (DWD), is pursuing TANF Emergency Contingency funds for summer youth employment opportunities. Youth participating in this program will have the opportunity to participate in year round WIA youth activities.

Focusing on the work readiness portion of performance allows Missouri and its local workforce investment boards (WIBs) to give youth a unique opportunity to explore work experiences that may not have been possible without these funds. Without this waiver, the performance requirements would impede the true intent of this program as concerns over performance would overshadow the great opportunities and choices given to Missouri's youth during these challenging economic times.

Continued Service Plans for Participants Served Under this Waiver

- Youth who are assessed in need of additional work experience under the WIA/TANF or local youth formula funds shall have the justification documented in their ISS.
 - These youth will continue to be measured for the work readiness indicator only.
 - Youth who fall into this category but then are determined in need of services beyond their additional work experience will be enrolled into other services such as WIA Youth or Adult services.
 - The DWD will provide policy and guidance through an agency issuance if this waiver is approved.
 - This waiver request adheres to the format provided in WIA 189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).
- i. *Identify the statutory or regulatory requirements that are requested to be waived and the goals that the State or local area in the State, as appropriate, intends to achieve as a result of the waiver.*

The DWD, as the State of Missouri's administrator for the Workforce Investment Act (WIA) and the American Recovery and Reinvestment Act (Recovery Act), is pursuing TANF Emergency Contingency funds for co-enrollment of summer youth through WIA youth formula funds and TANF funds during the summer of 2010.

Missouri is seeking a waiver of certain provisions of the WIA, Section 136, youth measures, and requesting from the U.S. Department of Labor (USDOL) a two-fold waiver as described in Training and Employment Guidance Letter (TEGL) 26-09, Section 8.C. First, it is a request allowing the flexibility to use the work readiness indicator as the only performance measure for co-enrolled youth served with WIA/TANF funding or local youth formula funds only. Second, it is a request for the ability to apply the program design flexibility for co-enrolled summer youth (see TEGL 14-08, Section 16.A).

TEGL 27-09, Section 6, page 4 states, “In order to assist states in implementing partnerships with TANF agencies, ETA will consider waivers of performance measures, for states that leverage regular WIA Youth formula funds with TANF Emergency funds, to use the work readiness indicator only and waivers of program design features in order to provide the flexibility that was allowed when implementing summer employment under the Recovery Act.”

This waiver will allow Missouri to use the work readiness indicator as the only indicator of performance for co-enrolled WIA youth formula funds and TANF youth, or those enrolled in WIA youth formula funds, the same measure that applies to summer youth only participants (May 1, 2010 through September 30, 2010). This waiver is being requested for the first six months following the summer of 2010 (October 1, 2010 through March 31, 2011).

The following items are being requested through this waiver:

- The local WIBs have the flexibility to determine which program elements they provide for the co-enrolled WIA youth formula and TANF funds participants. This also applies to local WIA youth formula funds.
 - The local WIBs should provide follow-up services when deemed appropriate for such youth.
 - The local WIBs have the flexibility to determine the type of assessment and Individual Service Strategy (ISS) for youth served with WIA formula and TANF funds or WIA local youth formula funds, during the summer months only and provide the type of assessment deemed appropriate for each individual.
 - The local WIBs have the flexibility to determine whether it is appropriate that academic learning be directly linked to summer employment for each youth served with WIA formula and/or TANF funds during the summer months only.
 - Finally, as stated in paragraph two, Missouri is requesting that the work readiness indicator be the only indicator of performance for co-enrolled youth.
- ii. *Describe the actions that the State or local area, as appropriate, has undertaken to remove Statutory or regulatory barriers.*

There are no known state or local statutory or regulatory barriers to implementing this waiver. On notification on the approval of this waiver, DWD will incorporate it into policy and distribute the new policy to the local WIBs.

- iii. *Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.*

The goal of this waiver request is to provide a simplified and streamlined performance measure for local WIBs to track their youth’s success in completing work experience beyond the summer months. This also promotes an exciting time in allowing youth the creativity to try new opportunities, such as “green jobs” and other career interests while not penalizing the local WIBs in meeting additional youth common measures.

The following information is being required to meet the USDOL request in TEGL 26-09, Section 8.C.:

- It is anticipated that about 5, 000 youths will be enrolled in a Summer Youth employment activity using the TANF Contingency Funds. These youth will be WIA-eligible and it is estimated that about 2,500 youths may be co-enrolled in WIA Youth services.
- It is estimated that about 50 percent of the WIA youth participants will be co-enrolled in TANF summer youth employment participants, and not participate in the WIA youth program September 30, 2010.
- WIA youth funds will be used to support co-enrolled summer youth participants by providing youth services beyond the scope of summer employment, when it is determined that the youth is in need of such services through initial assessment or if identified during the summer youth activity.
- Should it be determined that the co-enrolled youth is in need of a continued service plans beyond the summer work experience they may be transitioned into other services such as internships, apprenticeships, or other further education and training.

Additional Goals

- Work readiness will be the measure used to determine a participant's success in the program. The work readiness skills are achieved after successful completion of not less than 120 hours of work in the summer jobs, where the youth are exposed to day-to-day job requirements, team-building, problem-solving, accountability and responsibility.
- Any youth served through the WIA local youth formula funds for the summer program will be included in a separate Youth Recovery Act report (guidance forthcoming).

iv. Describe the individuals impacted by the waiver.

A granting of this waiver would be in alignment with Missouri's strategic goal of streamlining the performance accountability system so that there is an increased focus on the system's enrollment of youth into the summer youth employment program.

v. Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board.

- The DWD is the entity responsible for the summer youth employment program affected by this waiver, and if this waiver is granted, DWD will assume the lead role in monitoring the implementation of the waiver.
- The DWD will inform all local WIBs of its intent via an email memorandum, with this waiver request attached. The Missouri Workforce Investment Board will meet on May 21, 2010, and DWD anticipates the board will recommend approval to the Governor.
- A 30-day comment period from the date of written notification will be given to allow the local WIBs an opportunity to provide comments on the waiver request.
- A 30-day comment period will begin on May 27, 2010, with the publication of this waiver on the state's website <http://ded.mo.gov/wfd/> and on Missouri's SHARE Network at <http://www.sharenetworkmo.org/>.
- The DWD will also send an electronic memorandum advising the workforce investment board leaders of the opportunity to provide comment. The public comment period will end on June 25, 2010. An e-mail will be sent to the Regional Office after the 30 days to notify USDOL of any public comments-received.

STATE OF MISSOURI
NEW 2010 SUMMER EMPLOYMENT WAIVER REQUEST

Specific Waiver Request: To use the Work Readiness Indicator as the sole performance indicator for Summer Youth participants co-enrolled with WIA youth formula funds and TANF Contingency funds.

Justification for this Waiver

Governor Nixon has charged the Division of Workforce Development (DWD) with the responsibility of providing Missouri Youth with opportunities to seek high quality jobs.

Building off the success of Missouri's 2009 Next-Generation Jobs Team summer youth program, Missouri is implementing the State Parks Youth Corps (SPYC) for the summer of 2010. The SPYC will use Statewide Recovery Act Funds and WIA youth formula funds to provide Missouri's youth the opportunity to gain valuable work experience to prepare for tomorrow's careers, while enjoying the beauty and grandeur of Missouri's state parks. The program will foster teamwork, social responsibility and respect for their environment -- all important transferable skills necessary for the workplace.

In addition, the Division of Workforce Development (DWD), is pursuing TANF Emergency Contingency funds for summer youth employment opportunities. Youth participating in this program will have the opportunity to participate in year round WIA youth activities.

Focusing on the work readiness portion of performance allows Missouri and its local workforce investment boards (WIBs) to give youth a unique opportunity to explore work experiences that may not have been possible without these funds. Without this waiver, the performance requirements would impede the true intent of this program as concerns over performance would overshadow the great opportunities and choices given to Missouri's youth during these challenging economic times.

- vi. *Identify the statutory or regulatory requirements that are requested to be waived and the goals that the State or local area in the State, as appropriate, intends to achieve as a result of the waiver.***

Missouri is seeking a waiver of WIA, Section 136(b)(A) youth measures provisions, as described in Training and Employment Guidance Letter (TEGL) 26-09, Section 8.C. The state is requesting the flexibility to use the work readiness indicator as the only performance measure for co-enrolled youth served with TANF Contingency funding and local youth formula funds.

TEGL 27-09, Section 6, page 4 states, "In order to assist states in implementing partnerships with TANF agencies, ETA will consider waivers of performance measures, for states that leverage regular WIA Youth formula funds with TANF Emergency funds, to use the work readiness indicator only and waivers of program design features in order to provide the flexibility that was allowed when implementing summer employment under the Recovery Act."

This waiver will allow Missouri to use the work readiness indicator as the only measure of performance for youth co-enrolled in WIA and TANF programs in summer youth activities through September 30, 2010.

- vii. *Describe the actions that the State or local area, as appropriate, has undertaken to remove Statutory or regulatory barriers.***

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute the new policy to the local WIBs.

viii. *Describe the goals of the waiver and the expected programmatic outcomes if the request is granted.*

The goal of this waiver request is to provide a simplified and streamlined performance measure for local WIBs to track their youth's success in completing work experience beyond the summer months. This also promotes an exciting time in allowing youth the creativity to try new opportunities, such as "green jobs" and other career interests while not penalizing the local WIBs in meeting additional youth common measures.

Work readiness will be the measure used to determine a participant's success in the program. The work readiness skills are achieved after successful completion of not less than 120 hours of work in the summer jobs, where the youth are exposed to day-to-day job requirements, team-building, problem-solving, accountability and responsibility.

Any youth served through the WIA local youth formula funds for the summer program will be included in a separate Youth Recovery Act report (guidance forthcoming).

The following information is being required to meet the USDOL request in TEGL 26-09, Section 8.C.:

- Approximately 5,000 youth will be enrolled in a Summer Youth employment activity using the TANF Contingency Funds. These youth will be WIA-eligible and it is estimated that approximately 2,500 youth may be co-enrolled in WIA Youth services.
- Approximately 50% of the PY 2010 WIA youth program enrollees will be co-enrolled as TANF summer youth employment participants only, and not participate in the WIA youth program beyond summer.
- WIA youth funds will be used to support co-enrolled summer youth participants by providing youth services beyond the scope of summer employment, when it is determined that the youth is in need of such services through initial assessment or if identified during the summer youth activity.
- Should it be determined that the co-enrolled youth is in need of a continued service plan beyond the summer work experience, they may be transitioned into other services such as internships, apprenticeships, or other further education and training, including the Adult program, if applicable. In addition –
 - Youth who are assessed in need of additional work experience under the WIA/TANF or local youth formula funds shall have the justification documented in their ISS.
 - These youth will be measured for the work readiness indicator only.
 - Youth who fall into this category but then are determined in need of services beyond their additional work experience will be enrolled into other services such as WIA Youth or Adult services.
 - The DWD will provide policy and guidance through an agency issuance if this waiver is approved.
 - This waiver request adheres to the format provided in WIA 189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

ix. *Describe the individuals impacted by the waiver.*

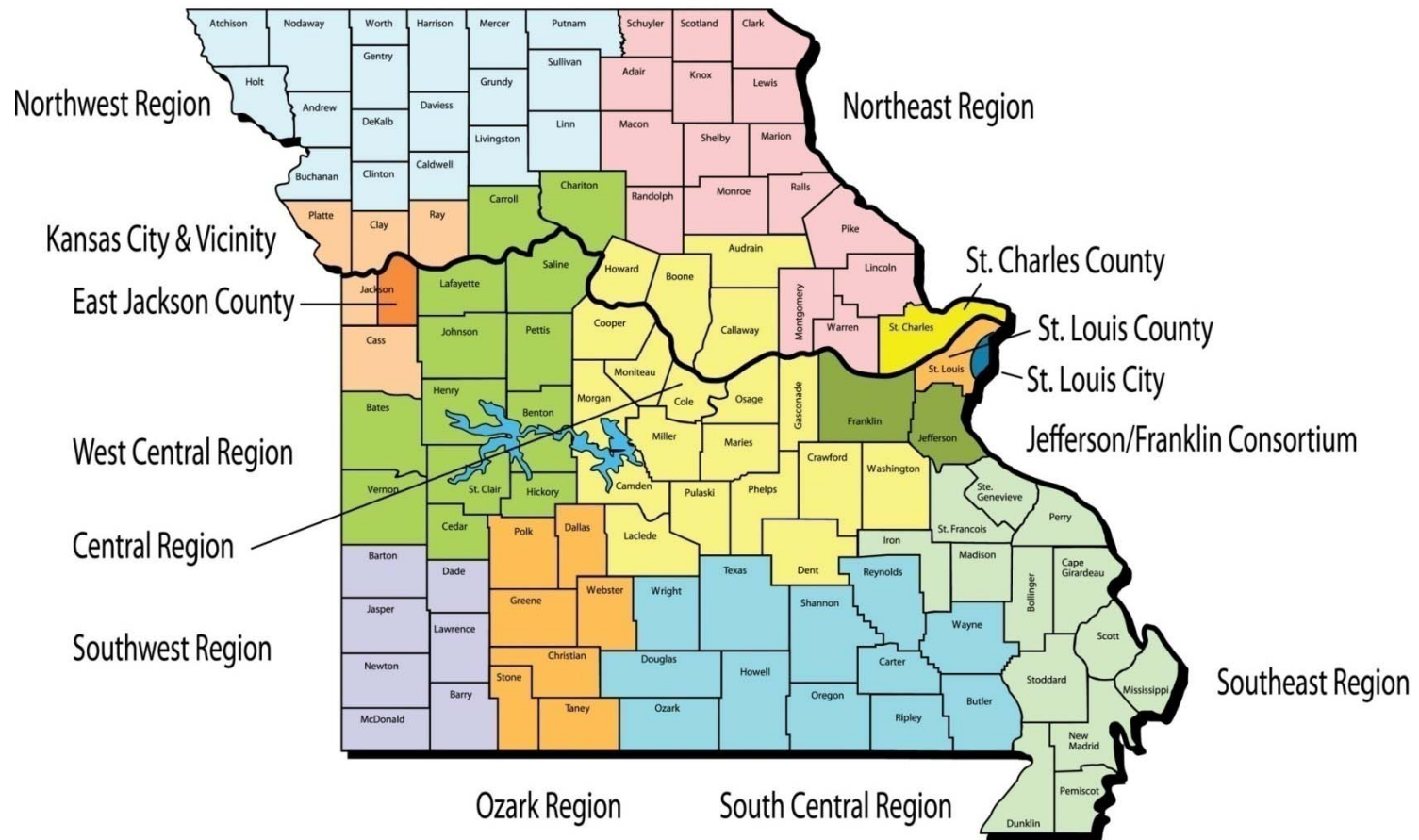
A granting of this waiver would be in alignment with Missouri's strategic goal of streamlining the performance accountability system so that there is an increased focus on the system's enrollment of youth into the summer youth employment program.

As stated previously, focusing on the work readiness portion of performance allows Missouri and its local workforce investment boards (WIBs) to give youth a unique opportunity to explore work experiences that may not have been possible without these funds. Without this waiver, the performance requirements would impede the true intent of this program as concerns over performance would overshadow the great opportunities and choices given to Missouri's youth during these challenging economic times.

x. *Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board.*

- The DWD is the entity responsible for the summer youth employment program affected by this waiver, and if this waiver is granted, DWD will assume the lead role in monitoring the implementation of the waiver to ensure the intent of this waiver is relayed to all of the local WIBs. The DWD JobStat staff will monitor the use of this waiver by the local WIBs.
- The Missouri Workforce Investment Board met on May 21, 2010 and the board recommended approval to the Governor. The DWD will notify all local WIBs of this waiver request via an email.
- A 30-day public comment period from the date of written notification will be given to allow the local WIBs an opportunity to provide comments on the waiver request.
- The public comment period will begin on May 27, 2010, with the publication of this waiver on *WorkSmart Missouri*, as well as DWD's official state website (at <http://ded.mo.gov/wfd/>) , on *MissouriCareerSource*, and on Missouri's SHARE Network (at <http://www.sharenetworkmo.org/>).
- The DWD will also send an electronic memorandum advising the workforce investment board leaders of the opportunity to provide comment. The public comment period will end on June 25, 2010. An e-mail will be sent to the Regional Office after the 30 days to notify USDOL of any public comments-received.

Attachment 4
Missouri Local Workforce Investment Regions



Attachment 5

Complaint and Grievance Guide

DISCRIMINATION COMPLAINTS

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I - financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

RELIGIOUS ACTIVITIES

Participants who believe that they are being employed in violation of any WIA religious activity prohibition may file a complaint in the same manner and subject to the same procedures as in the section, "What To Do If You Believe You Have Experienced Discrimination."

NON-WIA REMEDIES

In any case where the alleged violation of the Act or regulations is also an alleged violation of another law, nothing in this process shall prohibit an individual or an organization from filing a complaint or grievance with the appropriate authority under that law.

APPEALS PROCESS

The state or local EO officers will provide detailed information about the process to submit appeals. All requests for appeals must be filed within 60 days of the receipt of the decision being appealed.

A complaint cannot be processed as both a program complaint and a discrimination complaint. A discrimination complaint includes as a basis for mistreatment, one of the prohibited factors: race, color, national origin, sex, religion, age, disability, political affiliation or belief or, for participants, participation in any WIA Title I program or activity or citizenship.

ALTERNATIVE DISPUTE RESOLUTION (ADR) MEDIATION PROCESS

During the initial 90 day processing period complainants may voluntarily elect Alternative Dispute Resolution (ADR), a more flexible, less adversarial means of resolving discrimination complaints. See local or state EO Officer for details.

CRIMINAL COMPLAINTS

Complaints alleging fraud, abuse, waste or criminal activity must be reported immediately to the Department of Labor, Office of Inspector General-Investigations, Room S5514, 200 Constitution Avenue NW, Washington, DC 20510-55514, or the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the Employment and Training Administration. The hotline number for information and reporting is 800.347.3756. The required incident report forms are available from either the program operator or the Division of Workforce Development (DWD). Program operators must simultaneously notify DWD of the filing of any incident report with the Office of Inspector General.

PROHIBITION AGAINST REPRISAL

The LWIA and its divisions or any organization or agency within, is prohibited from retaliation against a complainant or individual associated with or participating in a complaint filed or caused to be instituted proceedings under or relating to the Act, has testified or is about to testify in proceedings or has provided information or assisted in an investigation. The sanctions and penalties contained in Section 188 of WIA or the regulations will be imposed against any recipient that engages in any such retaliation or intimidation, or fails to take appropriate steps to prevent such activity.

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States or his or her participation in any WIA Title I-financially assisted program or activity.

CONFIDENTIALITY OF INFORMATION

The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the Act shall be kept confidential to the extent possible, consistent with the need to conduct a fair review of the issues.

For further information or assistance, please telephone or write to the contact person listed below.

Contact Name

Program Operator

Address

City

State

Zip

Phone

E-Mail

Auxiliary aids and services are available upon request to individuals with disabilities.

Alternate formats for non-English speaking individuals available upon request.

The Missouri Division of Workforce Development is an Equal Opportunity Employer/Program.

DWD-100 (8-07) A/P

WORKFORCE INVESTMENT ACT

Complaint and Grievance Guide

for the
MISSOURI
ONE-STOP SYSTEM



MISSOURI
Career Center
Where talent and opportunities meet

Acknowledgement of Receipt

EQUAL OPPORTUNITY IS THE LAW
It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States or his or her participation in any WIA Title I - financially assisted program or activity.

I have received a copy of the Workforce Investment Act Complaint/- Grievance Procedure pamphlet, have been given an opportunity to ask questions and by my signature below, I declare that I fully understand the procedure.

Signature

Date

Signature of Staff Issuing Pamphlet

INTRODUCTION

This brochure describes the complaint processing procedures required of all Workforce Investment Act Title I - financially assisted grant recipients/service providers. Any person who believes that either he or she, or any specific class of individuals, has been, or is being subjected to discrimination prohibited by the Workforce Investment Act (WIA), may file a written complaint, either by him/herself or through a representative. It is important to recognize that under the One-Stop system introduced by WIA, various programs and activities that are authorized by Federal laws other than WIA may be part of a One-Stop delivery system that also provides WIA Title I - financially assisted programs and activities. In such cases, any individual who receives aid, benefits, services or training from the One-Stop system is a participant for the purposes of the nondiscrimination and equal opportunity provisions of WIA. The Workforce Investment Act (WIA) permits program operators, contractors, grantees, sub-grantees, sub-recipients, sub-contractors and any other interested party to file grievances about Title I - financially assisted programs or activities using the procedure described within.

PROGRAM COMPLAINTS

The Workforce Investment Act allows for a process for resolution of grievances and complaints from participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers. If you believe you have been unjustly denied any benefit or service allowed under the Workforce Investment Act (WIA) or have reason to believe any of the following situations has occurred: a violation of the Act, federal regulations, as well as, those arising from actions such as state-level audit findings or disallowance, or the imposition of sanctions taken by the Governor with respect to state audit findings, investigations, or monitoring reports; the Workforce Investment Act requires that statewide program operator procedures (Steps 1 and 2) must first be exhausted before a complaint may be escalated to the State, Division of Workforce Development (DWD). Likewise, State level procedures must be exhausted before escalating a complaint to the U.S. Department of Labor except in complaints alleging discrimination. For all non-employment related grievances or if a participant is unable to satisfactorily resolve any employment related grievance with his/her employer, the participant must utilize the procedure contained in this brochure to seek further resolution.

Auxiliary aids and services are available upon request to individuals with disabilities.

The Missouri Division of Workforce Development is an Equal Opportunity Employer/Program.



DWD-100-2(8-07)

During orientation, participants are informed whether they will file any employment-related complaint through their employer's grievance procedures or the program operator's procedures, as described in Step 1 and 2. If the employer's procedure is used, the time frames and steps contained therein will be adhered to.

STEP 1

The complainant will file the grievance in writing with the program operator. The program operator has seven (7) days from the date the written grievance is received to investigate and provide a written decision to the complainant, respondent and local EO Officer.

STEP 2

If the decision fails to satisfactorily resolve the grievance, the complainant has five (5) days from the receipt of the program operator's decision to present a written request for an impartial hearing and review of the decision. The program operator must ensure that a qualified hearing officer conducts an impartial hearing, within thirty (30) days of the original receipt of the written grievance. The complainant and respondent (if not the program operator) will be provided a written notice of the date, time and place of the hearing and all parties will have the opportunity to present evidence and to be represented by an attorney or other individual of his/her choice.

The qualified hearing officer is to present a written decision to the program operator, who in turn, issues a decision to the complainant/respondent. In any case, the program operator must issue a written decision within sixty (60) days of the original receipt of the written grievance. If the decision fails to satisfactorily resolve the grievance, a party to the grievance may request a State review under the procedures outlined in Step 3.

STEP 3

To request a State review, the disappointed party must submit its request, in writing, to:

Division of Workforce Development (DWD)
WIA Equal Opportunity
421 E. Dunklin, P.O. Box 1087
Jefferson City, MO 65102-1087

This request must be received by DWD not more than ten (10) days after the disappointed party received the written decision from the program operator or, if no decision was rendered, within fifteen (15) days of the date the decision should have been received. The review process by DWD may be conducted by DWD staff, an impartial hearing or by any other means of independent review or investigation. DWD will provide a written final decision to the parties within sixty (60)

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think that you have been subjected to discrimination under a WIA Title I - financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

Juanita Davis Reynolds, State WIA,
Equal Opportunity Officer
Missouri Department of Economic Development
Division of Workforce Development
421 E. Dunklin, P.O. Box 1087
Jefferson City, Missouri 65102-1087
Phone: 573.751.2428 Fax: 573.751.4088
Missouri TTY User: 800.735.2966 or 711
www.ded.mo.gov/wfd/eo.htm
OR
The Director, Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue NW, Room N-4123
Washington, DC 20210
Voice: 202.693.6502 TTY: 202.693.6515

A complainant may file a complaint by completing and submitting the Discrimination Complaint Information and Privacy Act Consent Forms, which may be obtained either from the State or local Equal Opportunity Officer or by contacting the U.S. Department of Labor's Civil Rights Center at the address listed above.

If you file your complaint with the Division of Workforce Development (DWD), you must wait either until DWD issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If DWD does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for DWD to issue that Notice before filing a complaint with the CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with DWD). Complaints must be filed within 180 days of the date of the alleged discrimination, unless the filing is extended by the Director of CRC for good cause shown.

If DWD does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.